Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia
Delivery Order

Order Date: 05-08-2023

CORRECT ORDER NUMBER MUST APPEAR ON ALL PACKAGES, INVOICES, AND SHIPPING PAPERS. QUESTIONS CONCERNING THIS ORDER SHOULD BE DIRECTED TO THE DEPARTMENT CONTACT.

Order Number:	CDO 0511 2680 BMS2300000032 1	**Procurement Folder:**	1219468
Document Name:	Medicaid Performance Mgmt & Quality Assurance (MPMQA) PH III	**Reason for Modification:**	
Document Description:	Medicaid Performance Mgmt & Quality Assurance (MPMQA) PH III		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	**Master Agreement Number:**	CMA 0511 HHR2100000003 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR	DEPARTMENT CONTACT
Vendor Customer Code: 000000100150	**Requestor Name:** Lucinda L Carroll
BERRY DUNN MCNEIL & PARKER LLC	**Requestor Phone:** (304) 352-4235
2211 CONGRESS ST	**Requestor Email:** lucinda.l.carroll@wv.gov
PORTLAND ME 04102	
US	**23**
Vendor Contact Phone: 6813138905 **Extension:**	**FILE LOCATION** _____
Discount Details:	

	Discount Allowed	**Discount Percentage**	**Discount Days**
#1	No	0.0000	0
#2	No		
#3	No		
#4	No		

INVOICE TO	SHIP TO
PROCUREMENT OFFICER: 304-352-4286	PROCUREMENT OFFICER: 304-352-4286
HEALTH AND HUMAN RESOURCES	HEALTH AND HUMAN RESOURCES
BUREAU FOR MEDICAL SERVICES	BUREAU FOR MEDICAL SERVICES
350 CAPITOL ST, RM 251	350 CAPITOL ST, RM 251
CHARLESTON WV 25301-3709	CHARLESTON WV 25301-3709
US	US

Total Order Amount:	$4,699,555.00

Purchasing Division's File Copy

CH 5/18/23

PURCHASING DIVISION AUTHORIZATION
DATE:
ELECTRONIC SIGNATURE ON FILE 5/23/2023

ENTERED

ENCUMBRANCE CERTIFICATION
DATE: Beverly Toler 5-25-23
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Medicaid Performance Management & Quality Assurance (MPMQA) Phase III

Dates of Service: 05/15/2023-06/14/2024

Total: $4,699,555.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		$0.0000	$64,500.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2023-05-15	2024-06-14				

Commodity Line Description: Lead Project Manager: Base Year One

Extended Description:
Lead Project Manager: Base Year One

Hourly Rate: $215.00

Dawn Webb 300 Hours @ $215 = $64,500

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		$0.0000	$37,800.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2023-05-15	2024-06-14				

Commodity Line Description: Engagement Manager: Base Year One

Extended Description:
Engagement Manager: Base Year One

Hourly Rate: $270.00

Nicole Becnel 140 Hours @ $270 = $37,800

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		$0.0000	$4,047,575.00
Service From	**Service To**	**Manufacturer**		**Model No**	**Delivery Date**
2023-05-15	2024-06-14				

Commodity Line Description: General Project Manager: Base Year One

Extended Description:
General Project Manager: Base Year One

Hourly Rate: $175.00

Change Order 2. Pricing termed effective 06/14/2023.

Alex Lyubarov 1,000 Hours @ $175 - $175,000
Ana Petrillo 1,000 Hours @ $175 - $175,000
Brandon Milton 600 Hours @ $175 = $105,000
Brody McClellan 600 Hours @ $175 = $105,000
Buffy Cranford 600 Hours @ $175 = $105,000
Crystal Fox 600 Hours @ $175 = $105,000
Ebony Carter 600 Hours @ $175 = $105,000
Ed Daranyi 600 Hours @ $175 = $105,000
Emily McCoy 600 Hours @ $175 = $105,000
Ethan Wiley 700 Hours @ $175 = $122,500
Hilary Foster Moles 1,000 Hours @ $175 = $175,000
Jason Hargrove 800 Hours @ $175 = $140,000
Mara Cooper 800 Hours @ $175 = $140,000
Marnie Hudson 900 Hours @ $175 = $157,500
MaryLou Banker 700 Hours @ $175 = $122,500
Meghan Luce 700 Hours @ $175 = $122,500
Meghann Slaven 700 Hours @ $175 = $122,500
Nicole Spears 800 Hours @ $175 = $140,000
Noeman Ahmed 800 Hours @ $175 = $140,000
Nycole Washington 700 Hours @ $175 = $$122,500
Peter Alfrey 700 Hours @ $175 = $122,500
Rakesh Kuttoppillil 800 Hours @ $175 = $140,000
Ruth Ferris 700 Hours @ $175 = $122,500
Sarah Colburn 700 Hours @ $175 = $122,500
Sarah Ratliff 600 Hours @ $175 = $105,000
Sarah Vintorini 700 Hours @ $175 = $122,500
Scott Young 800 Hours @ $175 = $140,000
Shelly Schram 900 Hours @ $175 = $157,500
Sudha Ganapathy 1,000 Hours @ $175 = $175,000
Tom Hunter 729 Hours @ $175 = $127,575
Tonya Roloson 700 Hours @ $175 = $122,500

Total 23,129 Hours @ $175 = $4,047,575

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		$0.0000	$549,680.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2023-05-15	2024-06-14				

Commodity Line Description: Project Management Support Staff: Base Year One

Extended Description:
Project Management Support Staff: Base Year One

Hourly Rate: $80.00

Alycia Minshall 491 Hours @ $80 = $39,280
Caitlin Cabral 490 Hours @ $80 = $39,200
Carole Ann Guay 490 Hours @ $80 = $39,200
Emily Hendrickson 490 Hours @ $80 = $39,200
Hailey Holden 490 Hours @ $80 = $39,200
Janine DiLorenzo 490 Hours @ $80 = $39,200
Jay Roudebush 490 Hours @ $80 = $39,200
Jon Williams 490 Hours @ $80 = $39,200
Jonathan Watkins 490 Hours @ $80 = $39,200
Jordan Ramsey 490 Hours @ $80 = $39,200
Mallary Tiffany 500 Hours @ $80 = $40,000
Meghan Hamilton 490 Hours @ $80 = $39,200
Morgan Krieger 490 Hours @ $80 = $39,200
Nate Beasley 490 Hours @ $80 = $39,200

Total 6,871 Hours @ $80 = $549,680.00

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04/14/2023

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to the Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS) to provide with the facilitation, execution, management, and quality assurance (QA) of system integration testing (SIT), User Acceptance Testing (UAT), operational readiness testing (ORT), pilot testing, and regression testing efforts during Design, Development and Implementation (DDI) phases of Medicaid solution implementation and enhancement projects under our contract (HHR 21*3).

BerryDunn will honor the current pricing, terms, and conditions included in the current approved Master Agreement for the duration of this CDO. As stated in the SOW document, the duration of this work is estimated to be 14 months. BerryDunn agrees to a SOW start date effective on or after 05/15/2023. The work would then conclude on 06/14/2024.

Please let me know if you have any questions or if you would like to discuss the content in this SOW.

We are pleased to have the opportunity to continue to provide these important services to the State of West Virginia.

Best Regards,

Nicole Y. Becnel

Nicole Y. Becnel
Principal
207-541-2244

Robert Price
Agree

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Staffing Plan and Scope of Work for the
West Virginia Department of Health and Human Resources (DHHR) and
Bureau for Medical Services (BMS)
Medicaid Performance Management & Quality Assurance (MPMQA)
Phase III Project
Prepared for CMA # HHR 21*03

Submitted by:

Nicole Becnel, PMP®, Principal
Sudha Ganapathy, PMP®
Berry Dunn McNeil & Parker, LLC
300 Capitol Street
Charleston, WV 25301
Phone: 681-313-8905
nbecnel@berrydunn.com
sganapathy@berrydunn.com

Submitted on:

04/14/2023

berrydunn.com

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Staffing Plan and Scope of Work for the West Virginia Department of Health and Human Resources, Bureau for Medical Services (BMS) Medicaid Performance Management & Quality Assurance (MPMQA) Phase II Project

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health Human Resources (DHHR) and Bureau for Medical Services (BMS) with the facilitation, execution, management, and quality assurance (QA) of system integration testing (SIT), user acceptance testing (UAT), operational readiness testing (ORT), pilot testing, and regression testing efforts during Design, Development and Implementation (DDI) phases of Medicaid solution implementation and enhancement projects. This SOW is henceforth referred to as the MPMQA Phase III Project SOW.

1.0 Key Information

The intent of this document is to help ensure a common understanding of expectations relating to the deliverables and services BerryDunn will provide for the MPMQA Phase III Project.

Estimates for this SOW are based on the following assumptions:

- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State-designated site and will be brought to the attention of the BMS project sponsor.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Sarah Young, Deputy Commissioner.
- The State project lead will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The BerryDunn leadership team will consist of Nicole Becnel and Hilary Foster Moles providing project oversight and Sudha Ganapathy providing project management services.
- The intent of this SOW is to provide testing support for Medicaid projects. As such, BerryDunn will submit a subproject request to the State sponsor, or his/her designee, for approval of Medicaid project testing support.
- The State intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD) for the purposes of this SOW. The Centers for Medicare & Medicaid Services (CMS) has previously approved the MMIS IAPD on April 5, 2023, for total state and federal funds in the amount of $72,847,468 under project identifier WV-2023-02-21-MMIS-IAPDU-MITA. The estimated cost of the services to be delivered under this SOW is $ 4,699,555 (included in the approved APD). Therefore, any additional scope that is added to the services to be provided under this SOW may require that the State update its MMIS IAPD to allocate additional funds for project management.
- This work will begin upon approval of this SOW and a mutually agreed-upon date and is projected to continue for 14 months.

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2.0 Project Scope and Staffing Plan

Table 1 describes the service approach, deliverables, and acceptance criteria for BerryDunn's work; identifies BerryDunn team members responsible for conducting our work; and lists the estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 5.0.

Table 1: Project Deliverable/Service Approach, Responsibility, and Hours Estimate

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	**Engagement Oversight** *Service Approach* BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables. BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members on a regular basis to discuss project status and issues impacting timely completion of the project work, and oversee BerryDunn staff, services, and review of deliverables. *Deliverable(s)* • D01: Commissioner Briefing *Completion Criteria* All parties will deem Engagement Oversight complete upon signature acceptance of the Project Closeout Summary (D07) by the DHHR project sponsor or his/her designee. Estimate assumes 82 hours times 14 months.	Ed Daranyi, Nicole Becnel, Brandon Milton, Peter Alfrey, Dawn Webb, Sudha Ganapathy	1,148
2.0	**Project Execution and Control** *Service Approach* In support of Project Execution and Control, BerryDunn's leadership will meet with the project sponsor on a regular basis to discuss project status and issues affecting timely completion of the work, and will oversee BerryDunn staff, services, and deliverables. Project Execution and Control will also include: • Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and State-owned meetings	Dawn Webb, Hilary Foster Moles, Sudha Ganapathy, Alex Lyubarov, Alycia Minshall, Caitlin Cabral,	2,296

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	• Preparing monthly project status updates, risks, issues, and briefings for the State leadership team • Managing project logs (action item, decision, issue, and risk tracking) • Storing project documentation repository in an agreed-upon SharePoint location *Deliverable(s)* • D02: Monthly Status Report *Completion Criteria* All parties will deem Project Execution and Control complete upon signature acceptance of the Project Closeout Summary (D07) by the DHHR project sponsor or his/her designee. Estimate assumes 164 hours for 14 months.	Carole Ann Guay, Emily Hendrickson, Janine DiLorenzo, Jon Williams, Jordan Ramsey, Megan Hamilton, Nate Beasley	
3.0	**UAT Testing Plan Development and UAT Test Scenarios Support** *Service Approach* UAT Testing Plan Development and UAT Test Scenarios Support will include assisting the State with UAT preparation and planning, coordination, scenario development, and test execution activities. BerryDunn will develop a UAT Plan (D03) and draft UAT Scenarios (D04) to support system requirements and the State's efforts to modernize the Medicaid Enterprise. A standard UAT Plan (D03) will be created that can be used across multiple Medicaid projects that require UAT. The UAT Plan (D03) will include: the standard UAT approach; roles and responsibilities; assumptions, constraints, risks, and issues; approach to develop UAT test scenarios and test cases; UAT test execution approach; defect logging and tracking; information about UAT tools and reports; and applicable timelines. The UAT Plan (D03) will be updated as needed throughout this project. Based on the direction received from the State, BerryDunn will draft UAT Scenarios (D04) to support Medicaid requirements. As a best practice, BerryDunn recommends developing UAT Test Scenarios simultaneously with requirements to help validate the requirement by defining how the requirement will be tested. Should requirements	Noeman Ahmed, Peter Alfrey, MaryLou Banker, Nate Beasley, Caitlin Cabral, Ebony Carter, Sarah Colburn, Mara Cooper, Buffy Cranford, Janine DiLorenzo, Ruth Ferris, Hilary Foster Moles, Crystal Fox, Sudha Ganapathy, Carole Ann Guay, Megan Hamilton, Jason Hargrove, Emily Hendrickson, Hailey Holden, Marnie Hudson, Tom Hunter,	22,950

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	already be developed, BerryDunn will review the solution requirements to develop corresponding UAT Scenarios (D04). BerryDunn will work with BMS to determine the Medicaid Enterprise System projects that need assistance with UAT planning, coordination, scenario development, and test execution activities. There will be a clearly defined and agreed to governance process as outlined in the 2.0 Project Execution and Control paragraph above. *Deliverable* • D03 – UAT Plan (as needed) • D04 – UAT Scenarios (as needed) • D05 – UAT Execution Report (as needed) *Completion Criteria* All parties will deem the UAT plan development phase of the project complete upon signature acceptance of the Project Closeout Summary (D07) by the DHHR project sponsor or his/her designee. Estimate assumes 1,600 hours for 14 months.	Morgan Krieger, Rakesh Kuttoppillil, Meghan Luce, Alex Lyubarov, Brody McClellan, Emily McCoy, Brandon Milton, Alycia Minshall, Ana Petrillo, Jordan Ramsey, Sarah Ratliff, Tonya Roloson, Jay Roudebush, Shelly Schram, Meghann Slaven, Nicole Spears Mallary Tiffany, Sarah Vintorini, Nycole Washington, Jonathan Watkins, Dawn Webb, Ethan Wiley, Jonathan Williams, Scott Young	
4.0	**Other Testing Support** *Service Approach* BerryDunn will provide resources for the coordination, oversight, validation, and management for SIT, ORT, Pilot Testing (where applicable), and regression testing efforts. The SIT, UAT, and ORT efforts are outlined as follows: • BerryDunn will provide relevant expertise to review SIT scenarios, cases, and results. • BerryDunn will monitor SIT defects and the impact to overall project health. • BerryDunn will coordinate and facilitate UAT, and tracking UAT outcomes, as well as issues	Noeman Ahmed, Peter Alfrey, MaryLou Banker, Nate Beasley, Caitlin Cabral, Ebony Carter, Sarah Colburn, Mara Cooper, Buffy Cranford, Janine DiLorenzo, Ruth Ferris,	3,850

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	and defects identified over the course of this testing phase. • BerryDunn will validate the Vendor's services as they relate to ORT. BerryDunn will also be responsible for those services necessary to validate that the solution is operationally ready for system go-live. • BerryDunn will work with BMS to determine the Medicaid Enterprise System projects that need assistance with SIT-, UAT-, Pilot-, and ORT-related test activities. The testing support provided will be detailed in the Monthly Status Report (D02). *Completion Criteria* Other Testing Support will be deemed complete upon signature acceptance of the Project Closeout Summary (D07) by the State project sponsor or his/her designee. Estimate assumes 275 hours for 14 months.	Hilary Foster Moles, Crystal Fox, Sudha Ganapathy, Carole Ann Guay, Megan Hamilton, Jason Hargrove, Molly Hawkinson, Emily Hendrickson, Hailey Holden, Marnie Hudson, Tom Hunter, Morgan Krieger, Rakesh Kuttoppillil, Meghan Luce, Alex Lyubarov, Brody McClellan, Emily McCoy, Brandon Milton, Alycia Minshall, Ana Petrillo, Jordan Ramsey, Sarah Ratliff, Tonya Roloson, Jay Roudebush, Shelly Schram, Meghann Slaven, Mallary Tiffany, Sarah Vintorini, Nycole Washington, Jonathan Watkins, Dawn Webb, Ethan Wiley, Jonathan Williams, Scott Young	
5.0	**Advance Planning Document (APD) Support**	Dawn Webb,	112

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	Service Approach BerryDunn will develop and assist in facilitating the approval of APDs to help ensure that the project continues to maintain buy-in and financial backing from the relevant federal partners. *Deliverable* • D06 APD (as needed) *Completion Criteria* All parties will deem the APD support phase of the project complete upon signature acceptance of the Project Closeout Summary (D07) by the DHHR project sponsor or his/her designee. Estimate assumes eight hours for 14 months.	Jason Hargrove, Hilary Foster Moles, Sarah Ratliff	
6.0	**Project Closeout** BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables that BerryDunn will transfer to BMS at project close. Additionally, the Summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member. *Deliverable(s)* • D07: Project Closeout Summary *Completion Criteria* All parties will consider BerryDunn services complete upon signature acceptance of the Project Closeout Summary (D07) by the DHHR project sponsor or his/her designee. Estimate assumes 42 hours for 2 months.	Hilary Foster Moles, Sudha Ganapathy, Alex Lyubarov	84
Total Hours			**30,440**
Total Not-To-Exceed Cost Estimate			**$ 4,699,555**

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3.0 Project Resources and Hours

Tables 2 displays additional staffing plan details, total hours, and costs by resource, based on the hourly rates and staffing classifications provided in the Commodity Lines (CLs) for Year 2 and 3 in CMA # HHR 21*03.

Table 2: Project Resources

CL Year 2	Role	Rate	Project Resources	Total Hours	Total Costs
2	EM	$270	Nicole Becnel	140	$37,800
1	LPM	$215	Dawn Webb	300	$64,500
4	GPM	$175	Alex Lyubarov	1,000	$175,000
4	GPM	$175	Ana Petrillo	1,000	$175,000
4	GPM	$175	Brandon Milton	600	$105,000
4	GPM	$175	Brody McClellan	600	$105,000
4	GPM	$175	Buffy Cranford	600	$105,000
4	GPM	$175	Crystal Fox	600	$105,000
4	GPM	$175	Ebony Carter	600	$105,000
4	GPM	$175	Ed Daranyi	600	$105,000
4	GPM	$175	Emily McCoy	600	$105,000
4	GPM	$175	Ethan Wiley	700	$122,500
4	GPM	$175	Hilary Foster Moles	1,000	$175,000
4	GPM	$175	Jason Hargrove	800	$140,000
4	GPM	$175	Mara Cooper	800	$140,000
4	GPM	$175	Marnie Hudson	900	$157,500
4	GPM	$175	MaryLou Banker	700	$122,500
4	GPM	$175	Meghan Luce	700	$122,500
4	GPM	$175	Meghann Slaven	700	$122,500
4	GPM	$175	Nicole Spears	800	$140,000
4	GPM	$175	Noeman Ahmed	800	$140,000
4	GPM	$175	Nycole Washington	700	$122,500
4	GPM	$175	Peter Alfrey	700	$122,500
4	GPM	$175	Rakesh Kuttoppillil	800	$140,000
4	GPM	$175	Ruth Ferris	700	$122,500
4	GPM	$175	Sarah Colburn	700	$122,500
4	GPM	$175	Sarah Ratliff	600	$105,000
4	GPM	$175	Sarah Vintorini	700	$122,500
4	GPM	$175	Scott Young	800	$140,000
4	GPM	$175	Shelly Schram	900	$157,500
4	GPM	$175	Sudha Ganapathy	1,000	$175,000
4	GPM	$175	Tom Hunter	729	$127,575
4	GPM	$175	Tonya Roloson	700	$122,500
5	SS	$80	Alycia Minshall	491	$39,280

CL Year 2	Role	Rate	Project Resources	Total Hours	Total Costs
5	SS	$80	Caitlin Cabral	490	$39,200
5	SS	$80	Carole Ann Guay	490	$39,200
5	SS	$80	Emily Hendrickson	490	$39,200
5	SS	$80	Hailey Holden	490	$39,200
5	SS	$80	Janine DiLorenzo	490	$39,200
5	SS	$80	Jay Roudebush	490	$39,200
5	SS	$80	Jon Williams	490	$39,200
5	SS	$80	Jonathan Watkins	490	$39,200
5	SS	$80	Jordan Ramsey	490	$39,200
5	SS	$80	Mallary Tiffany	500	$40,000
5	SS	$80	Meghan Hamilton	490	$39,200
5	SS	$80	Morgan Krieger	490	$39,200
5	SS	$80	Nate Beasley	490	$39,200
Totals				**30,440**	**$4,699,555**

EM = Engagement Manager

LPM = Lead Project Manager

GPM = General Project Manager

SS = Support Staff

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4.0 Project Hours and Costs per Month

Table 3 displays an overview of the project hours and estimated costs per month over the lifetime of the project:
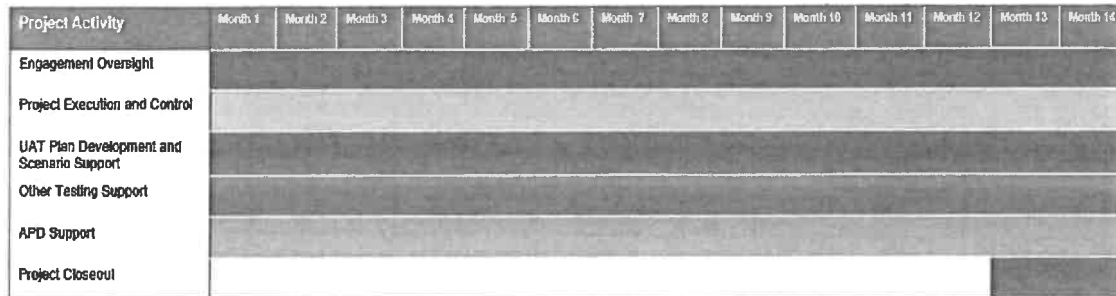
Table 3: Project Costs by Month

Month #	EM Hours	LPM Hours	GPM Hours	SS Hours	Estimated Hours Per Month	Estimated Costs Per Month
Month 1	10	25	1,653	495	2,183	$ 336,950
Month 2	10	21	1,652	490	2,173	$ 335,515
Month 3	10	21	1,652	490	2,173	$ 335,515
Month 4	10	21	1,652	490	2,173	$ 335,515
Month 5	10	21	1,652	490	2,173	$ 335,515
Month 6	10	21	1,652	490	2,173	$ 335,515
Month 7	10	21	1,652	490	2,173	$ 335,515
Month 8	10	21	1,652	490	2,173	$ 335,515
Month 9	10	21	1,652	490	2,173	$ 335,515
Month 10	10	21	1,652	490	2,173	$ 335,515
Month 11	10	21	1,652	490	2,173	$ 335,515
Month 12	10	21	1,652	490	2,173	$ 335,515
Month 13	10	21	1,652	490	2,173	$ 335,515
Month 14	10	23	1,652	496	2,181	$ 336,425
Total	**140**	**300**	**23,129**	**6,871**	**30,440**	**$ 4,699,555**

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5.0 High-Level Timeline

The following figure illustrates the proposed high-level timeline for planning activities.

Figure 1: Proposed High-Level Timeline

Project Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
Engagement Oversight														
Project Execution and Control														
UAT Plan Development and Scenario Support														
Other Testing Support														
APD Support														
Project Closeout														

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6.0 Medicaid Information Technology Architecture (MITA) Alignment

The MITA alignment is important to the State's funding as well as over program improvements. For assistance with MITA Alignment for a potential project, contact the PM for the WV MITA project. The MITA Alignment in the SOW should match the MITA Alignment used to request funding.

- MITA Road Map Transformation Goals
  - Gen 3.0 – Leverage technology to enhance performance and decision-making
- MITA Business Areas
  - CM, CO, OM, PE, PL
- Conditions & Standards
  - Industry Standards Condition, Interoperability Condition, Leverage Condition

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7.0 Leverage and Reuse

BerryDunn will support the State with exploration of partnerships with others states and territories [such as the United States Virgin Islands (USVI)], and leverage the tools and procedures utilized during SIT, UAT, ORT, pilot testing, and regression testing.

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BerryDunn Authorized Signature

As a principal of this firm in our Government Consulting Group, I have reviewed this SOW and am legally authorized to commit BerryDunn to the work as described herein. The work and level of effort is a not-to-exceed cost. Work to be invoiced to DHHR will be for actual hours expended, which may or may not equal the projected level of effort, but will not exceed the projected level of effort.

Nicole Y. Becnel
Signature

April 14, 2023
Date

DHHR Approval and Authorization
Approval of Scope of Work, Approach, Schedule, Staffing, Completion Criteria, and Not-to-Exceed Cost

Signature

4/14/23
Date

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Appendix A: Resumes

Nicole Becnel, PMP®

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in Speech and Hearing Science, University of South Florida Certified Project Management Professional Executive Coaching Certification®

Overview

Nicole brings valuable expertise in her field as an experienced Medicaid IT professional with over 20 years of experience in Health and Human Services project management experience. Her experience includes strategic planning, portfolio, program and project management, business analysis, system design, development, and testing for large health information enterprise systems. She is currently working with the State of West Virginia overseeing the State's Medicaid Enterprise and leverage and reuse initiatives.

Experience

BerryDunn (06/2010 to present). Nicole works with BerryDunn's Medicaid Government consulting group, and has experience with the following projects:

- **West Virginia Department of Health and Human Resources (DHHR) Bureau for Medical Services (BMS).**
    - *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)*
    Nicole is the Lead Project Manager for the EDQ Assistance Project to support initiatives to optimize MCO encounter data processes for BMS's risk-based managed care programs. Nicole leads the project team that is assisting the State with the retirement of a historical file submission process between the MCOs and the Data Warehouse/Decision Support Solution (DW/DSS) vendor and implementing a fully compliant 837 encounter data process with the State's fiscal agent and Medicaid Management Information System (MMIS) vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.

- o *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*

  Nicole leads the project team implementing the overall EVV solution, which includes strategic planning, organizational change management, requirement development, RFP draft narratives and supporting documentation, certification planning and assistance, APD development and updates, evaluation and scoring support/facilitation, vendor onboarding, vendor deliverable review, and UAT planning and support.

- o *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Procurement Support and DDI Project Management (10/2015 to present).*

  Nicole is the Lead Project Manager for West Virginia's largest information technology transformation project, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

- o *APD Assistance (07/2010 to present)*

  Nicole is the Lead Project Manager overseeing the development and approval of Advance Planning Documents (APDs) to help the State obtain federal funding for Medicaid Enterprise System modernization initiatives such as the Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and the PATH implementation. Nicole's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

- o *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).*

  Nicole led the team that assisted the State with the response to the COVID-19 public health emergency. She supported the DHHR Commissioners and the Secretary to help ensure the State had the support they needed to address COVID-19 and the response to its aftermath. She oversaw the procurement and implementation of a contact-tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing, and staffing and organizational development activities for DHHR and BPH. The software helped the State coordinate its contact-tracing initiatives and use of the contact-tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. The outcome of the project was the successful statewide launch of the new contact-tracing and disease investigation software and the procurement of $37 million in

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federal relief funding for public health initiatives related to COVID-19.

o   *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020)*
Nicole was the Lead Project Manager overseeing the team, assisting the State help ensure a successful implementation and smooth operational transition of the MHP program. The program was administered by a specialized MCO serving children in the child welfare populations, including foster care (FC), adoption assistance (AA), as well as those enrolled in the Children with Serious Emotional Disorder (CSED) 1915(c) waiver.

o   *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (12/2019 to 10/2020)*
Nicole was the Lead Project Manager overseeing the State's transition of the WVCHIP program from fee-for service to managed care to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each MCO and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

o   *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020)*
Nicole was the Lead Project Manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add the Children's Health Insurance Program (CHIP) to the program. BerryDunn assisted the State with developing a Request for Proposal (RFP) to procure vendors to administer Medicaid and CHIP services on behalf of the State through the MHT. The competitive re-procurement of the MHT program was valued at over $5 billion and promoted the increased quality of care, health outcomes, and data quality and efficiency for the State's managed care populations.

o   *Provider Management Support (7/2019 to 1/2021)*
Nicole served as the Lead Project Manager assisting West Virginia with their leverage and reuse initiatives demonstrating the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. The team also supported West Virginia Medicaid leadership to execute a multi-state collaborative where

states can collaborate, share information, and brainstorm solutions. Nicole led the project team that has supported West Virginia with this initiative. Since its inception, West Virginia has increased membership to 12 state partners that participate monthly.

o *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017).* Nicole was the Lead MMIS Project Manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration. The waiver allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

o *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (8/2015 to 01/2020)* Nicole was the Lead Project Manager for BMS's MITA SS-A efforts, including the annual maintenance of SS-A activities and Data Management Strategy (DMS). She leads the organization development planning to support WV's MITA maturity and modernization efforts. The team is creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and business area assessments of the State's Medicaid system modules. These activities clarify BMS's short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

o *Project Management of MMIS Procurement, DDI, and Certification (12/2012 to 09/2013).*
Nicole served as a project manager for the DDI of the Molina HealthPAS MMIS. Her work on the project included oversight of contract start-up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.

o *Provider Enrollment (PEA) Project (07/2011 to 12/2012).*
Nicole supported the Bureau with her project, program and portfolio management and subject matter expertise as they implemented health care reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at Provider Workshops held throughout the state.

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- *5010 Refresh Project (10/2011 to 08/2013).*
  Nicole served as project manager for the successful implementation of the 5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of HIPAA Accredited Standards Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring.

- *Data Warehouse / Decision Support System (DW/DSS) Project Management (06/2010 to 06/2011).*
  Nicole served as the project manager to assist the State with the development of procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.

- Additionally, Nicole has served in the role of project manager, lead MMIS manager or lead project manager under the current West Virginia contract and past contracts for the following projects:
  - *Managed Care Organization (MCO) Operational Readiness Review (ORR) Assistance (09/2020 to 12/2020)*
  - *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
  - *Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
  - *Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)*
  - *Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
  - *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*
  - *State Plan Review and Support (SPRS) (02/2020 to 05/2021)*
  - *Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)*
  - *Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)*
  - *West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)*
  - *Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)*
  - *Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)*
  - *Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)*

- o Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)
- o Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)
- o Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)
- o Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)
- o Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)
- o Contract Edit Fee Schedule Review (09/2017 to 09/2018)
- o Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)
- o Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)
- o Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)
- o Technical and Information Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)
- o Access to Care Project Monitoring Phase (03/2017 to 04/2021)
- o Provider Re-enrollment (PEA) (03/2017 to 02/2018)
- o R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)
- o Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)
- o Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)
- o Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)
- o Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)
- o RAPIDS Transition Facilitation (02/2016 to 05/2016)
- o Medicaid Eligibility and Enrollment Request for Proposal (RFP) Development and Procurement Assistance (10/2015-12/2017)
- o ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)
- o Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)
- o MMIS Design, Development, and Implementation (DDI) and Certification (07/2015 to 12/2016)
- o Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)
- o PPACA Workgroup Oversight (2012 to 2015)
- o 5010 System Refresh (2012 to 2015)
- o HIT Statewide Strategic Plan development (2012 to 2014)
- o Provider Enrollment (2012 to 2015)
- o MITA 3.0 Organizational Redesign (2013)
- o Policy Workflow Assessment (2013)
- **New Jersey Division of Medical Assistance and Health Services – MMIS**

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Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).
As Engagement Manager, Nicole oversaw the BerryDunn team working in collaboration with the New Jersey Implementation Team Organization (ITO) for the Replacement MMIS (R-MMIS). In her role, she was responsible for the oversight of the Leverage and Reuse, Testing and Certification project activities.

Unisys MMIS Operations (now Molina) (09/2001 to 06/2010).

- **Project Manager for MIHMS Provider Enrollment.** Nicole served as Project Manager and SME for the Maine DHHS provider re-enrollment and maintenance implementation project, which created an online tool for enrollment, re-enrollment, and maintenance for Maine's provider community consisting of approximately 8,000 providers. Nicole managed large and complex configuration projects and provided expertise to other implementation initiatives, including conversion, reporting, and interface development.

- **West Virginia MMIS.** Nicole managed the development, implementation, and evaluation of quality management and risk management activities to ensure project compliance with all budget, time and quality specifications to assure client requirements across the Medicaid Enterprise. In her role, Nicole successfully project managed the on-time delivery of the NPI initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation; facilitated best practice cross communication; and, met customer expectations by monitoring, evaluating and assigning corrective actions.

- **Contract Configuration and Reports Lead for West Virginia MMIS.** Nicole developed, implemented, and documented processes and standards to ensure successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified required changes and ensured issues were identified, tracked, reported and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.

- **Project Management Support.** Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

Presentations "Modularity GPS: Defining the Roadmap and Understanding the Landscape," Presentation for MESC 2016, Co-presented with Lisa Alger (CSG Government Solutions) and Andrea Danes (CSG Government Solutions), 8/16/2016

"Managing in a Modular MMIS Implementation," Presentation for MESC 2014, 8/21/2014

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Dawn Webb, BSHL, CPC, COC, Prosci® CCP, LSSGB, PMP®

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	16 years
Certifications and Education:	Associate in Applied Science, Office Administration, West Virginia University
	Bachelor of Science in Healthcare Leadership, Wheeling Jesuit University
	Certified Professional Coder, American Academy of Professional Coders
	Certified Outpatient Coder, American Academy of Professional Coders
	Prosci® Certified Change Practitioner
	LEAN Six Sigma Green Belt Certification
	Certified Project Management Professional

Overview

Dawn is a manager in BerryDunn's Medicaid practice, providing leadership and project management to West Virginia's Medicaid Information Management System (MMIS) and policy unit projects. She has over 25 years of experience in medical claims processing and revenue cycle management – including over eight years of experience in MMIS, state Medicaid programs and policies, and requests for federal funding, such as the development of Advance Planning Documents (APDs).

Experience

BerryDunn (08/2017 to present). Dawn works with state Medicaid agency clients, currently serving on the project team based in Charleston, West Virginia.

- **West Virginia Bureau for Medical Services (BMS).**

  o *Quality Improvement Initiatives Portfolio Management (05/2019 to present).* As quality improvement initiatives portfolio manager, Dawn is providing project support in the areas of process improvement, best practices, and staffing allocations for the Fee Schedule and Edit Quality Review, Payment Error Rate Measurement (PERM), and Third-Party Liability Procurement projects. Dawn also provides support to other engagement projects including:

    ▪ *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (05/2019 to present).*
    ▪ *Data Improvement Project (09/2019 to present).*

- Public Health Emergency (PHE) Support (12/2021 to present)
- Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to present).
- Provider Management Support (11/2019 to present)
- State Plan Review and Support (SPRS) (02/2020 to present)
- Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (08/2020 to 02/2022).
- Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (7/2021 to Present).

o *Advanced Planning Document Assistance (05/2018 to present).*
Dawn currently manages the BerryDunn team for the West Virginia engagement with facilitating the development and approval of APDs for the West Virginia Department of Health and Human Resources' (DHHR's) Medicaid enterprise. This involves coordinating the appropriate staff to gather needed information for the development of APDs, write APD narratives, and establish budget tables for the funding request via the Medicaid Detail Budget Tables (MDBTs). This project also includes preparing complete APDs for review, approval, and submission by BMS for delivery to the Centers for Medicare & Medicaid Services (CMS). These activities occur with the development of new APDs, as well as annual and as-needed updates to ten established APDs.

o *Payment Error Rate Measurement (PERM) Project (05/2018 to present).*
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables, and working closely with the client to help ensure the team fully meets the project requirements and expectations. This project includes validating claims payment or eligibility errors, researching error remedies, and providing oversight for resolution of PERM errors cited for West Virginia. Under Dawn's leadership, the project team developed and submitted a recovery package for the PERM Review Year (RY) 2016 cycle. CMS agreed with the State's recovery package and overturned 71 errors, saving the State $151,369. The project team reviewed 37 eligibility errors, three of which were overturned based on additional information provided to the reviewers. The project team reviewed 23 medical record errors, 10 of which were overturned. The State saved $81,022 due to overturned errors.

o *MMIS Fee Schedule and Edit Quality Review (09/2017 to present).*
Dawn served first as project subject matter expert (SME) and then as project manager. She works closely with the client to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup is in compliance with Medicaid policy and to provide analysis of cost-savings opportunities for BMS.

o *TPL Procurement (05/2019 to 03/2022)*
Dawn serves as a program manager, overseeing the TPL Procurement project which involves Request for Proposal (RFP) development and TPL vendor

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selection activities. Dawn collaborates with the client and BerryDunn team members to help ensure the project team meets the project objectives and the client expectations.

- **Hawai'i Department of Human Services Med-QUEST Division (MQD)** – *Medicaid Organizational and Business Process Redesign (11/2021 to June 2022).*

  Dawn supported the MDQ in PERM corrective action planning and response.
- **State of Alaska, Division of Legislative Audit (DLA)** – *National Correct Coding Initiative (NCCI) Compliance Evaluation (07/2019 to 09/2019)*
  Dawn supported the DLA in the development of an NCCI questionnaire to help assess Alaska Medicaid's compliance with the NCCI technical guidelines. The results of the assessment provided the DLA with confidence the Alaska MMIS complies with the NCCI technical guidelines.
- **United States Virgin Islands (USVI)** – *Project Management and APD Support (10/2022 to present).*
  Dawn supports the USVI with in the development and approval of APDs to support key program initiatives. Dawn provides project management support for key initiatives to support and enhance the USVI Medicaid program.

Valley Health Systems, Inc. (12/2009 to 07/2017). Dawn served as the Revenue Cycle Administrator for a group of over 30 Federally Qualified Health Centers (FQHCs). In this role, Dawn was responsible for the organization's accounts receivables. This included providing oversight of each health center's frontline staff, providing communications to medical, dental, and behavioral health providers on billing and reimbursement issues. Her responsibilities included training over 400 doctors, dentists, and other health care providers and employees on the revenue cycle. Dawn worked with insurance payers such as Medicare, Medicaid—including West Virginia, Ohio, and Kentucky—Public Employee's Insurance Agency (PEIA), and Children's Health Insurance Program (CHIP) to help secure payment for services rendered by the FQHC providers. Dawn managed the on-site implementation of a new electronic medical record and billing system, Intergy. Under Dawn's leadership and guidance, at the end of her first year of service to Valley Health Systems, Inc., the accounts receivable had increased 5% over the prior year.

Unisys (06/2004 to 11/2009). As a domain services analyst, Dawn served as the configuration team leader and a medical coder for the West Virginia Medicaid line of business. Dawn was a liaison for the MMIS configuration team and the WV BMS leadership.

Charleston Area Medical Center (08/2004 to 09/2004). As a contracted medical coder, Dawn worked primarily with Charleston Area Medical Center's compliance department.

West Virginia University (WVU) Physicians of Charleston (06/2001 to 06/2004). While with WVU, Dawn worked as a senior billing specialist and a billing manager, serving the Department of Internal Medicine and the Department of Obstetrics and Gynecology.

Garrnet Career Center (02/1999 to 01/2000). Dawn worked as a medical coding instructor for the career center.

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University Health Associates (09/1996 to 07/2001). Dawn served in several roles with University Health, including a billing analyst, billing specialist, billing supervisor, and billing manager. She worked primarily with the Department of Obstetrics and Gynecology and the Family Medicine Center of Charleston.

Acordia National (12/1994 to 05/1996). Dawn began her career as a claims examiner.

Alex Lyubarov

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consulting Manager
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Bachelor of Science in Computer Engineering, Dagestan State Technical University
	Master of Science in Computer Engineering, Dagestan State Technical University
	MCP (Microsoft Certified Professional)
	PSI - Business of Health Care Providers, Payers and Life Sciences
	CompTIA A+ Certified

Overview

Alex is a manager with more than 20 years of IT experience who has worked in various Healthcare, Government, Health and Human Services and Financial Management organizations. He has led various IT projects for project scope, requirements, budget, schedule, risk management plan, communication plan, RFP/procurement development and other project management related tasks and has developed the ability to support clients during the Systems Development Life Cycle using Agile and Waterfall methodologies. He is adept at working in a fast-paced business environment possessing excellent communication, analytical, presentation, and leadership skills.

Experience
BerryDunn (08/2021 to present).

- **West Virginia Department of Health and Human Resources (DHHR) -** *People's Access to Help (PATH) DDI Project Management (07/2021 to present).*
  Alex is currently serving as the program manager overseeing BerryDunn's PMO team supporting the implementation project for West Virginia's Integrated Eligibility System (IES) also called People's Access To Help (PATH) to support the eligibility, enrollment, and administration of the WV DHHR's human services programs, including Medicaid, CHIP, SNAP, TANF, Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. He manages the PMO team that provides project management, certification and compliance support working directly with CMS and State stakeholders, APD, deliverable review, testing support, organizational change management (OCM) support, requirements support, and general subject matter expertise supporting the PATH DDI project. He works directly with the State's leaders from the Bureau for Medical Services (BMS) (the State's Medicaid Agency), the Department of Health and Human Services Office of Management Information Services (MIS), the Bureau for Child

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Support Enforcement (BCSE), the Bureau for Social Services (BSS), and the Bureau for Family Assistance (BFA).

Technology Professionals Group Inc. (11/2019 to 07/2021). Alex worked as a senior program manager and senior business-technical consultant to support all phases of New York State DOH Medicaid Data Warehouse (MDW) implementation cycle, developed customer deliverables in accordance with contract requirements and state documentation standards, and researched and provided recommendations to the client on critical business decisions. He helped on RFP/RFQ proposal responses including all aspects of document development. He also assisted leadership by providing consulting expertise in State & Local Government and Healthcare industries. He helped support daily program/project teams to support the enablement and expansion of the new and existing business initiatives.

KPMG (05/2014 to 05/2019). Alex worked as a manager assisting the State of Connecticut Department of Social Services (DSS) on their Integrated Eligibility Systems (IES) and Medicaid projects with project management and data analysis. Alex liaised between the systems integrator, IV&V and State stakeholders to help ensure the project was on time and within the budget. He also assisted on the New York State Integrated Eligibility Systems (IES) project, he helped develop state RFP for systems integrator vendor, in addition, he led the team of consultants to perform audit/analysis for New York County's (62) IT Systems. Alex worked as a PMO manager to lead a team of SMEs Healthcare Patient Access and Revenue Cycle assessment and implement projects for process improvements, enhance the patient experience, and reduce financial risks.

Albany Medical Center Hospital (09/2008 to 05/2014). Alex worked as a senior systems analyst to implement vendor purchased solutions, analyze EHR/EMR deployment, and assess needs of internal business units. He performed systems application support and provided on-site technical support for multiple environments.

Ana Petrillo

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in Psychology, Connecticut University

Overview

Ana is highly motivated results-driven data analyst with nine years' experience roles requiring knowledge of Federal and State welfare policies such as Supplemental Nutrition Assistance Program, Medicare, Medicaid, TFA and Child Support programs, as well as experience in project development and implementation initiatives. She has developed strong knowledge base in programming logic, validation testing, script writing and troubleshooting software as well as a knowledge of and ability to interpret and apply relevant government policies and procedures.

Experience
BerryDunn (11/2021 to Present).

- **West Virginia Department of Health and Human Resources (DHHR)** – *People's Access to Help (PATH) DDI Project Management (11/2021 to present)*. Ana serves on the technical team for the project. She assists with testing efforts by developing and implementing practices and procedures for UAT. She helps create project deliverables and provides updates to the State as needed.

Department of Social Services (01/2012 to 11/2021). Ana worked as a business analyst to improve improving the service delivery of various federal programs such as Medicaid for Elderly and Disabled, Medicaid for Children and Families, Medicaid Waiver Programs, Long-Term Services and Support, SNAP, and State programs such as Family Cash Assistance and Cash Assistance for Elderly and Disabled. She led the team in incident investigation and mitigation, project planning, and status updates, and also assisted test team activities such as developing test plans, validating test results, tracking defects and implementing correction plans. She developed, maintained and completed the requirements traceability matrixes (RTM) and guided the integration of technical and business requirements by interpreting business requirements to various business partners and IT contractors, ensuring they were completed and validated against the Business System Design. Ana also assisted with the identification and execution of training related to Enterprise Recourse Planning system including development of functional procedures and training presentations.

She previously worked as an eligibility services worker and user acceptance tester and subject matter expert to perform testing and troubleshooting of data to ensure integrity of system execution and results against business needs. She made recommendations regarding changes to current business process documentation and assessed the impact of change

implementations to current operations. Ana developed, wrote, and executed scenarios for User Testing; provided customer support to users within assigned benefit module(s); ran troubleshoots and resolved routine problems and system issues. She served as a technical expert for federal programs such as Medicaid for Elderly and Disabled, Medicaid for Children and Families, Medicaid Waiver Programs, Long-Term Services and Support, SNAP, and State programs such as Family Cash Assistance and Cash Assistance for Elderly and Disabled, and performed other related duties to support internal and external customers as required.

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Brandon Milton, MBA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Principal
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Science, Business Administration and Political Science, University of Maine Master of Business Administration, University of New Hampshire Certified Project Management Professional

Overview

Brandon is a principal in our Medicaid practice group with more than more than ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency. He specializes in Medicaid Enterprise Systems and is a certified Project Management Professional® with a successful track record of managing large information technology projects on time and on budget.

Experience

BerryDunn (07/2011 to present). Brandon specializes in working with Medicaid agency clients. Notable project work includes:

- **Alaska Division of Health Care Services (HCS)** – MMIS Fiscal Agent Solicitation Consultant Services (09/2020 to present).
  Brandon is the project principal for BerryDunn's team overseeing the work performed by our project team, assisting HCS with visioning, researching, and developing a future MMIS solicitation, including vendor transition support.

- **Hawai'i Department of Human Services Med-QUEST Division (MQD)** –
  Organizational and Business Process Redesign (07/2017 to present).
  Brandon is currently serving in the role of project director / IT lead for a business process redesign effort for the customer-facing sections of Hawaii's MQD. His work includes identifying opportunities for the State to leverage its new Medicaid eligibility determination system to improve efficiency and the customer experience. Phase two of the project just completed, which culminated in a findings and recommendations report that included recommendations for organizational transformation of eligibility offices and call centers.

- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 09/2017).* Brandon served in the role of certification lead for the New Jersey MMIS replacement project. In this role, Brandon worked closely with the Implementation Team Office

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managers, the system vendor, and IV&V to plan for the certification of the replacement MMIS using the latest federal rules and regulations published by CMS. His work included leading a team of subject matter experts in the review of State policies and system requirements for alignment with certification criteria as well as system documentation that provides evidence of compliance for each of the certification checklist items.

- **West Virginia Bureau for Medical Services (BMS).**
  - o *Substance Use Disorder (SUD) Waiver Initiative Phase 1 Project (02/2016 to 07/2017).*
    Brandon served in the role of project manager for the development of an 1115 Waiver to create a continuum of care for Medicaid beneficiaries with an SUD in West Virginia. He led a team of policy experts and actuarial analysts to develop the concept for the delivery system and determine the budget neutrality for the waiver services. His work also included the development of an implementation plan for the waiver. The waiver received CMS approval in fall of 2017.
  - o *Project Management of MMIS Procurement, DDI, and Certification (07/2011 to 10/2016).*
    Brandon served as the lead project manager for the DDI and certification for the West Virginia MMIS. His work on the project included managing a core team of 17 individuals and approximately 30 full-time equivalents. The project team had responsibility for:
    - ▪ Facilitation of requirements validation sessions
    - ▪ Facilitation of business process redesign sessions
    - ▪ Facilitation of system design sessions
    - ▪ Quality assurance reviews of the vendor deliverables, including:
      - Project Management Plans
      - Detailed system design documents
      - Business process mapping documents
      - Security, privacy and confidentiality plans
      - System integration test cases;
      - Provider documentation
      - Operational readiness plans
      - Training Plans
      - CMS Certification evidence
    - ▪ Planning and execution of user acceptance testing

- Planning and quality assurance reviews of CMS certification evidence;

- Planning and execution of operational readiness testing

- Oversight of service-level agreements and system performance in operations

The West Virginia MMIS went live in January of 2016 and the State received their certification letter from CMS in October 2016.

o *Data Warehouse / Decision Support System (DW/DSS) Project Management (02/2012 to 12/2014).*
Brandon provided project management and quality assurance services for the BMS' DW/DSS implementation. As part of this effort, he facilitated business process redesign sessions with the Program Integrity staff to align their business processes with the new case management system. He also facilitated requirements validation sessions; worked with the State in identifying potential data suppliers; and worked with the selected suppliers to determine the data feeds they will provide the DW/DSS. He facilitated design sessions between the State, data suppliers, and vendor to determine the data elements that would make up each of the data feeds. In addition, he developed test cases for UAT to provide end users with assurance that the system processes information according to requirements.

o *Provider Enrollment (PEA) Project.*
Brandon provided project management support for the DDI of a provider enrollment application and business process redesign for the provider enrollment and validation processes. The provider enrollment application allowed for online processing of Medicaid provider applications. His role was that of project contributor and business analyst. He created status reporting deliverables and assisted the project manager in executing the project according to the project management plan.

- **Missouri Department of Social Services** – *Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services.*
Brandon provided project management oversight and subject matter expertise for the development of evidence packets for CMS gate reviews of MEDES. This work included identification and validation of system evidence to align with the checklist criteria from the new Medicaid Eligibility and Enrollment Toolkit (MEET) that CMS released in August of 2017.

Office of US Senator Susan M. Collins (2007 to 2010). As mail director for the Office of U.S. Senator Susan M. Collins, Brandon was responsible for designing, implementing, and managing process improvements to streamline paperless mail operation involving a staff of 75 across eight offices in Maine and Washington, D.C. He reduced response time to constituent inquiries from 30 days to as little as two days and downsized the mailroom staff from four to two employees. In

addition, he supervised legislative correspondents and interns; screened and edited outgoing correspondence on behalf of Senator Collins; and created and managed an amendment tracking system for major legislation, including the FY2010 budget, the American Recovery and Reinvestment Act (ARRA) of 2009, and multiple appropriation bills.

Presentations

"West Virginia MMIS Certification Pilot," Presentation for MESC 2015, Co-presented with Edward Dolly (West Virginia Department of Health and Human Resources) and Chris Green (Molina Healthcare), 8/19/2015

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b **BerryDunn**

Brody J. McClellan, MPA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Arts in Political Science, Michigan State University
	Master of Public Administration, focus in Health & Human Services Administration, University of Arizona
	CPA Exam Prep, Accounting AB

Overview

Brody is an innovative consultant with 15 years of experience in Medicaid, including as a state administrator and program officer with Michigan's Medicaid Actuarial Division, Outreach and finance specialist at an academic medical center, and work as a consulting project lead for California's Medicaid Directed Payments. Subject matter expert in Medicaid finance with experience in program operations, Intergovernmental Transfers, Directed Payments, Pass-Through Payments, UPL programs, charity donation leveraging, Graduate Medical Education programs, and encounter data management. Collaborative communicator continually focused on building relationships and promoting synergy across business lines and global units to drive positive change, cohesive, comprehensive business approaches and enhanced profitability

Experience

BerryDunn (09/2021 to present)

West Virginia Department of Health and Human Resources (DHHR) (09/2021 to Present)

- ✓ *Mobile Crisis Services Planning Project (09/2021 to present)*
  Brody serves as Project Lead to create a new State Plan Amendment for West Virginia Medicaid to provide Community-Based Mobile Crisis Intervention Services.

- ✓ *Mental Health Parity Compliance Project (09/2021 to 9/2022)*
  Brody served as Project Lead to annually coordinate data exchanges with contracted Managed Care Entities for Medicaid and CHIP to ensure compliance with federally mandated mental health parity rules.

- ✓ *Mountain Health Promise (MHP) re-procurement project (09/2021 to present)*
  Brody serves as Medicaid Finance and Actuarial Subject Matter Expert.

- ✓ *Mountain Health Trust (MHT) re-procurement project (09/2021 to present)*
  Brody serves as Medicaid Finance and Actuarial Subject Matter Expert.

- ✓ *Medicaid Enterprise Systems (MES) re-procurement project (09/2021 to 3/2022)*

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Brody serves as Medicaid Finance and Actuarial Subject Matter Expert

Puerto Rico Department of Health Medicaid Program (12/2021 to 6/2022). Brody served as Medicaid Finance and Actuarial Subject Matter Expert on the Puerto Rico finance and policy support team.

Mercer GHSC (10/2019 to 07/2020). Brody worked as a senior consultant with roles as project manager and project lead for two actuarial rates team for California Medicaid. Both teams combined were responsible for rate development with impact amounts of over $9 Billion annually. He also served as Subject Matter Expert on various national Medicaid Financing advising projects. As project manager and lead, he improved business operations on actuarial rates teams focused on Directed Payments and Medicaid Eligibility. His work included managing credentialed actuaries throughout rate setting cycles to produce certified rates, formal project planning creations, analysis of project process, rate setting modeling process review, documentation process review, and process engineering analysis to correct problematic projects in line with management directives. Brody was also responsible for the creation of consulting communication training to assist staff and enhance effectiveness on external debriefing and client interaction and corporate intellectual capital including CMS pre-print responses and program design language, financial modeling templates and writing external articles. Brody was recognized as a technical and policy specialist for Medicaid Rates and Managed Care structure; Medicaid Upper Payment Limit (UPL) rules, and methodologies such as hospital UPL and physician UPL programs

Independent Consultant (10/2019 to 06/2020). Brody served as an independent consultant with broad subject matter specialty in Health Insurance and Public Safety Programs including Medicaid. He partnered with clients to establish, sustain, and fortify business relationships while leveraging business development opportunities. He offered expertise in program implementation and bridging communication between senior decision makers and technical stakeholders.

Sellers Dorsey & Associates, LLC (10/2017 to 10/2019). Brody worked as a senior consultant with scopes of work experience in 16 states. He advised clients including hospital systems, physician practice groups, associations and state Medicaid agencies on a variety of Medicaid subject areas, focusing on Medicaid special financing programs. He also functioned as a Health Policy Specialist, General Medicaid financial and budget specialist, and General advisor on Medicaid Waiver programs (115 waivers). He created policy documents adopted and used by state governments and developed rate analytics accepted by federal government as methodologically sound.

Michigan State University (04/2015 to 10/2017). Brody worked as the Medicaid Federal Leveraging Specialist & Access to Care Program Manager (Medicaid Special Financing Project) as well as Data Science & Analytics/Business Intelligence Cell lead for the University. He delivered high-level program financial management and control including invoicing, payments and encumbrances processing, intergovernmental transfer processing, and revenue control functions. He provided oversight of two subordinates responsible for program management and support and also directed cross-functional teams across the organization. He administered over 100 contracts, consulted with contracted affiliate Hospital and Provider Clinics regarding Medicaid compliance, program structure, and access to care issues and financial maximization

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strategies allowed within compliance standards, and liaised with the State of Michigan Medicaid Office.

State of Michigan (12/2007 to 04/2015) Brody worked as a department specialist to extract and analyze data from diverse sources including the MSA data warehouse using all available software and tools. He created and managed—what was at the time—the largest Medicaid physician "special financing" program in the country, and designed and implemented ACA mandated primary care rate increase program. Brody served as senior analyst with program management functions for multiple special financing projects, assisted rate specialists, and executed quarterly database analysis and calculations needed to reprice public physician entity (PE) fee-for-service claims pursuant to the Physician Adjuster Payment policy. He also performed annual database analysis to determine the amount of SNAF load to include in the upcoming year's managed care capitation rates and executed reconciliations and other support procedures as needed to insure the proper flow of SNAF funds between MSA, the health plans and the public entities.

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Bachelor of Arts in English, Communications, University of Nebraska
	Masters in management, Doane University
	Certified Project Management Professional (PMP)
	Prosci

Overview

Buffy brings more than 20 years of experience in designing specifications, testing, and implementing software solutions on a variety of projects and platforms, including IBM® Curám. She specializes in organizational change management, knowledge management, communications, training, and documentation design and implementation. Her experience includes serving in dual roles as the State of Nebraska, Department of Labor Employment Service Manager for the Virtual Service Unit, and as the Wagner-Peyser Program Coordinator. Previously, she has also served in private industries specializing in human resources, client services, technical documentation writing and editing, training, billing, and contracts. Competencies include Federal Medicaid and Labor programs, stakeholder assessment, quality assurance, project management, program management, RFP writing, communications, credibility building, and client management.

Experience

BerryDunn (12/2019 to present).

- **West Virginia Department of Health and Human Resources (DHHR)** – *People's Access to Help (PATH) DDI Project Management (11/2020 to present).*
  As a senior consultant, Buffy serves as the OCM Lead on the West Virginia People's Access to Help (WV PATH) project. She manages the identification, development, and implementation of organizational change management and operational readiness activities. This includes updating and expanding the OCM Project Plan in alignment with the RFP, tracking and producing OCM deliverables, providing status reports for OCM and Training responsibilities and tasks, and working in collaboration with the state of West Virginia to streamline communications.

- **West Virginia Bureau for Medical Services (BMS)** – *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).*
  She has also led the COVID-19 task tracking team and built strong relationships with

State Bureaus by coordinating communications, escalating tasks, and monitoring the progress of tasks and adherence to Federal governance.

Cognosante (08/2018 to 11/2020). As a senior associate and organizational change manager, Buffy has served as the OCM Lead on numerous projects, primarily Medicaid and Economic Assistance eligibility and their associated programs, and the Arkansas Juvenile programs. She managed all aspects of Organizational Change Management for Medicaid Eligibility, based on all requirements set forth in the RFP. This included collaborating with State and System Integrator teams in creating goals, timelines, deliverable expectation documents, and project status reports; serving as a track expert in design and JAD sessions of the new eligibility systems for Medicaid and Economic Assistance; and reviewing resolutions in finalizing OCM, training, communications, change impact, knowledge transfer, and rollout plans.

State of Nebraska (04/2016 to 08/2018). As the administrator of the Eligibility and Enrollment Solution project team, Buffy managed multiple projects including the new Medicaid eligibility system, asset verification system, procurements, and contract management. She led all facets of organizational change management, communication, training, and documentation design and implementation, which included the following responsibilities:

- Write and update Communications, Training, and OCM plans, and align with contractual requirements.

- Guide and manage creation and approval of Training approach, the design of process and training manuals, virtual training, and ongoing support materials.

- Analyze Request for Proposals (RFPs) and contractual requirements to ensure vendors deliver accurate design and functionality.

- Develop detailed project plans for each component of organizational changes, training, documentation development and communication approaches, by identifying sequential activities.

She also served as the Information Systems and Technology Privacy Officer, overseeing security of Medicaid software and hardware. This included creating and updating the Privacy Office Policy and Program Manual to create a prescriptive set of processes and procedures aligning with Federal and State of Nebraska Information Technology security policy and standards.

ACCESSNebraska Lincoln Customer Service Center (06/2013 to 04/2016). Buffy oversaw the direction and organization of the Medicaid and Long-Term Care services. She performed organizational change management analysis, reorganized the Lincoln Customer Service Center, assigned workers into skill sets, minimized phone queues, and reduced call wait times from forty-five minutes to five minutes or under for over two years. She created and implemented yearly strategic plans for both Customer Service Centers by examining resources, goals and objectives of the agency; updated and monitored performance metrics and developed dashboard monitoring strategies to ensure clients received efficient and accurate customer service; collected and analyzed data and trends for the Medicaid and Long-Term Care call

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centers, and implemented strategies to increase service levels; directed multifunctional programs, improved efficiency, and increased the monthly quality assurance accuracy percentage with an average of 97.5 to 98%; and reviewed interactive voice response systems to reduce phone queues and improve customer service, and served on a workgroup reviewing upgrades to the interactive voice response systems.

Nebraska Department of Labor (10/2011 to 06/2013). Buffy designed and implemented the Virtual Services Unit call center for improving the federally funded labor exchange by retaining and marketing to new and existing employers and adding and attracting skilled labor to the NEworks system. She designed an intense training program, including quality assurance guidelines and scripts, for new Workforce Coordinators, and conducted follow-up training.

Buffy also served as the program coordinator for the Wagner-Peyser Act, creating and communicating policy initiatives, procedures, and goals for Wagner-Peyser employees. She developed federal grant applications and corrective action plans; designed an online training program and conducted weekly trainings for the NEworks online labor exchange system to assist in learning new technology; and assisted in designing the yearly federal incentive for enhancing the administrative delivery of employment and training activities in the Nebraska career centers, Workforce Regions, and surrounding communities.

TerraScan Inc. (03/2007 to 01/2011). Buffy managed the Human Resources department, including overseeing employment, job postings, resume review, interviewing, hiring, maintaining sensitive documentation, and training of new and existing staff on policies and procedures.

Computer Services Inc. (11/2001 to 03/2007). As a technical writer and application product specialist, Buffy managed online and hardcopy documentation for product releases and enhancements. She supervised work teams responsible for designing enhancements, programming, and testing banking software across the nation; conducted comprehensive testing of banking software; and designed help files and created articles for company announcements.

Crystal Fox, CCP ⁕

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	16 years
Certifications and Education:	MLC Certified Medicaid Professional (MCMP-II)
	Prosci® Certified Change Practitioner

Overview

Crystal, a technical engineer and systems analyst, is a senior consultant in BerryDunn's Government Consulting Group with financial system processing and requirements development and analysis experience. Crystal brings knowledge of Medicaid Management Information System (MMIS) financial systems from a technical and business perspective from both her consulting work and her 13 years of experience working at DXC Technology, formerly Molina Healthcare. Crystal has helped clients achieve their project objectives in her roles as a subject matter expert (SME) and business analyst on MMIS operations and implementation.

Experience

BerryDunn (10/2019 to present)

- **West Virginia Children's Health Insurance Program (WVCHIP)** - *Managed Care Organization (MCO) Transition Project (02/2021 to present).*
  Crystal serves as the project manager for the WVCHIP MCO Transition project where Crystal assists the State team in the daily operations and oversight of the MCOs that are transition the WVCHIP fee-for-service population to an MCO-based population. In this role, Crystal communicates with the State and Vendor partners regularly, reviews deliverable documents, analyzes enrollment reports, and facilitates weekly meetings between the organizations. Crystal manages budgets, timelines, and project resources to help ensure the project remains compliant with federal and state regulations.

- **West Virginia Department of Health and Human Resources (DHHR)**

  o *Medicaid Enterprise System Modernization Strategy and Procurement (MES MSP) (02/2021 to 05/2022).*
    Crystal served as a project SME and research analyst researching various States Medicaid Module implementations and contracts. Crystal served on a team analyzing Vendor Request for Information (RFI) responses to provide estimated outcomes for the MES MSP teams Strategic Plan presented to the State.

  o *People's Access to Help (PATH) DDI Project Management (08/2020).*
    Crystal served as a project SME for the Financial Management and Flexi

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financial module reviews by providing insight on the Flexi functionality and feedback based on the scheduled deployment approach of the vendor.

o *Child Welfare Initiatives Project Management Services (06/2020 to 08/2020).* Crystal supported this project and served as a business analyst and project coordinator. Crystal scheduled meetings, captured notes during meetings, researched requirements for the development of a performance-based contract request for proposal (RFP) for the Bureau for Children and Families' child placing agencies, and updated the RFP document based on reviews and feedback received during the requirement gathering sessions for the project.

- **West Virginia Bureau for Medical Services (BMS)**

  o *Payment Error Rate Measurement (PERM) Project (10/2019 to present).* Crystal serves as a SME for the PERM project. Crystal focuses on validating data processing and eligibility errors, researching error remedies, and providing recommendations for resolution of PERM errors cited for West Virginia in an effort to reduce the error rate, which affects the federal match the state receives.

  o *Fee Schedule Edit Quality Review (10/2019 to present).* Crystal serves as a project SME. Crystal reviews documents and information compiled from policy as well as claim-related stored procedures and desk-level procedures (DLPs) to help ensure compliance with the State Medicaid Plan and State Medicaid provider manuals. Crystal also performs multi-state analysis of telehealth policies to identify opportunities for WV to expand covered services, reviews the current MMIS configuration to support the Medicaid National Correct Coding Initiative (NCCI) editing, and reviews MMIS system configuration to identify where the system does not match the current State Plan or Medicaid policy. Crystal also develops a research summary that provides the client with the findings of the review and recommendations to remediate.

  o *Advanced Planning Document (APD) Assistance (06/2020 to 08/2020).* Crystal served as a business analyst for MMIS APD development and updates by updating expenditures and budget based on the previous prior requests in an effort to calculate a request for the current and upcoming years.

  o *Enterprise Program Management Office – COVID-19 Waivers and Flexibilities (03/2020 to 06/2020).* Crystal served as a business analyst by researching the waivers and flexibilities implemented under the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the public health emergency. Crystal prepared summaries or tracking documents based on the research findings, which was incorporated into presentations presented to the client by project leads.

  o *Mountain Health Promise (MHP) Implementation Project Management Support (12/2019).*

Crystal served as a project SME. Crystal supported the Operational Readiness Review (ORR) by performing secondary evidence review for the Financial Management section to help ensure that scoring, determinations, and findings were complete, accurate, and corroborated.

- **Puerto Rico Medicaid Program (PRMP)**

  o *Enterprise Objective Monitoring and Control (EOMC) RFP Development Assistance Services (02/2021 to 05/2021).*
  Crystal served as a project SME providing RFP research and development assistance. Crystal gathered example RFPs, Request or Quotes (RFQs), or RFIs from other states, RFP requirements, and Service-Level Agreements (SLAs) to assist with the development of the Puerto Rico MMIS RFP.

  o *EOMC Services (08/2020).*
  Crystal served as a business analyst for the Medicaid Enterprise Organizational Structure (MEOS) subproject by reviewing other agencies' Medicaid population and organizational structures and comparing them to the proposed organizational structure for Puerto Rico to support BerryDunn's recommendations.

DXC Technology/Molina Healthcare (MMS)/Unisys (04/2006 to 06/2019).

- **Svc Info Developer III (06/2016 to 06/2019).** Crystal translated business requirements to system functionality; developed use case elaborations and business rules using industry best practices; designed unit test cases to help ensure business rules and requirements are being met; managed changes to base lined system requirements using established project change control processes and tools; and wrote SQL queries to validate data and troubleshoot results where applicable.

- **MITA Financial Systems Analyst III (02/2011 to 06/2016).** Crystal worked with teams to analyze business processes. Crystal designed and documented system functionality using industry standard use cases; specialized in all phases of financial processes including, but not limited to; Accounts Payable, Accounts Receivable, General Ledger, Claim Payment, 1099 Processing; and managed changes to system requirements using established project change control processes and tools to include, but not limited to Application Lifecycle Management (ALM).

- **Systems Analyst 5-Financial Analyst (04/2006 to 02/2011).** Crystal created financial reports/processing for clients. Crystal worked closely with the client to understand the business needs and gather requirements/specifications for the project; designed and implemented enhancements/modifications for the HealthPAS-Financial system; performed research and analysis on testing results to help ensure accuracy; and resolved production support issues for the HealthPAS-Financials system as needed.

Ebony Carter, MS

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Science in Health Science, focus on Community Health, Towson University
	Master of Science in Health Science, focus on Community Health, Towson University
	Technical Institute of America-Project Management Certification Training Course

Overview

Ebony is a highly qualified Healthcare Analyst and Program Administrator professional with 10 years of experience in Healthcare Policy, Medicaid-CHIP program, Eligibility, MMIS, Customer satisfaction, and program management. She has demonstrated analytic, Medicaid audit, and problem-solving skills. Her expertise is in program monitoring, contracts management, finance/ budgetary maintenance, communication, and program evaluation

Experience

BerryDunn (03/2022 to present). Ebony serves as a senior consultant with BerryDunn's Medicaid Practice Group, assisting the West Virginia BMS program

- **West Virginia Bureau for Medical Services (BMS)**

    o *Payment Error Rate Measurement Project (PERM) (04/2022 to present)*
    Ebony is serving as a project SME for the PERM Project. In this project, Ebony is responsible for reviewing Data Processing (DP) request for more information, and validating DP errors.

    o *Fee Schedule Edit Quality Review Phase V (04/2022 to present)*
    Ebony is serving as a project SME for the Fee and Edit project. In this project, Ebony is responsible for researching and validating fee schedules and/or edits and delivering outcomes to the state of WV. While researching, she also reviews federal policy and state regulation to ensure that the fee schedule and edits are in line with existing and current policies.

    o *Public Health Emergency (PHE) Support Project (03/2022 to 06/2022)*
    Ebony assists with tasks related to the PHE project.

    o *PERM Advanced Planning Document (APD) (08/2022 to 10/2022)*
    Ebony assists with tasks related to updating the APD document.

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General Dynamic Information Technology (10/2021 to 03/2022). Ebony worked as a Senior Business Analyst with North Carolina State Medicaid MMIS to monitor and understand business functions, gather business requirements for enhancement or modification using Waterfall or Agile methodologies, and create system estimates to present to technical team and implementation director for approval. She conducted face-off meetings with state to understand, explain, and address business needs, and led design efforts and document system design. Ebony collaborated with project managers and technical staff to ensure successful implementation of system enhancements.

NCI, Information Systems (11/2018 to 10/2021). Ebony worked as a Data Processing Subject Matter Expert with CMS to provide technical direction and guidance to the data processing team and to CMS stakeholders. She created training material in line with CMS guidelines and federal regulation requirements, updated standard operating procedure guidelines for team, and monitored data processing workflow. Ebony performed quality assurance reviews of completed audits, conducted queries, and communicated data findings in written reports, oral reports, and presentations. She analyzed data to determine appropriate actions and was responsible for determining knowledge gaps, work process improvements, and technical system updates to assist with creating streamlined audit process. She created a review schedule to ensure milestones were met on time and reviewed all state MMIS systems to ensure claims adjudicated correctly, beneficiaries were eligible for services, and providers were enrolled and screened appropriately.

A+ Government Solutions, LLC/CNI Advantage LLC (08/2015 to 11/2018). Ebony worked as a Program Operations Manager with CMS to manage a team of 31 Health Insurance Payments Analysts responsible for conducting audits to determine if reimbursements to medical providers were compliant. She analyzed federal CFR and state regulations/policies for Medicaid and CHIP reimbursements, interacted with Medicaid state personnel to schedule audits and explain audit findings, and conducted queries and communicated findings. Ebony created reports to share with CMS stakeholders and state personnel, collaborated with Data Processing (DP) state leads and state personnel to determine readiness for the initiation of DP reviews, and assisted with development of review workflow processes. Ebony conducted detailed audits of MMIS to determine if states paid Fee-for-Service and Managed Care claims according to Medicaid CFR and state regulations under the Payment Error Rate Measurement Project. She researched, analyzed, interpreted, and applied provider Medicaid enrollment, recipient eligibility (CHIP and Medicaid), risk-based screening, and claims processing, CFR and state regulations when conducting audits of state claims. Ebony created operating procedures for navigating state MMIS systems, managed workflow through State Medicaid Error Rate Findings (SMERF) system and used the SMERF system, State MMIS, and eligibility systems to conduct audits. Ebony communicated with CMS about impediments that impede the team's ability to complete audits accurately and on time.

Maryland Department of Health and Mental Hygiene (DHMH) (07/2008 to 08/2015). Ebony worked as an Agency Grant Specialist to monitor the life cycle of all grants and the budget and expenditures for DHMH Office of Preparedness and Response (OPR) cooperative agreements for the Department of Health and Human Services, Center for Disease Control and (CDC) and

Prevention and Assistant Secretary for financial Resources (ASPR). She supported senior management in maintaining fiscal records of preparedness activities such as syndromic surveillance, plan implementation, incident reports, and after-action reports. She designed, developed, implemented, and interpreted grants assistance management policies, procedures, and best practices for monitoring cooperative agreements for CDC and ASPR. Ebony monitored a budget over $30 million and was responsible for accounts payable paid by invoices used pay blocks according to the state of Maryland General Accounting principles. She developed standard operating procedures that adhere to CFR and Code of Maryland Regulations (COMAR) regulations, developed information packages for employees and awardees, and served as liaison to represent senior fiscal officer at staff meetings and conferences. Ebony monitored 23 counties and 1 city in the Medicaid Transportation Grant program for budget requirements and to ensure grantees and providers followed program goals, objectives, and regulations in accordance with CFR and COMAR). She analyzed and evaluated the program for efficiency and effectiveness of health care delivery and health initiatives by participating in routine audits (on-site reviews) of each jurisdiction ensuring compliance with COMAR regulations, Medicare and Medicaid regulations, and Maryland State Transmittals. She analyzed data for recipient Medicaid transportation needs, supported senior analyst in providing leadership and Medical Assistance Transportation guidance to state legislatures during conferences and workshops, and provided guidance on Managed care or Medicaid fee-for-service appeals. She managed, developed, implemented, and evaluated training curricula on Medicaid Managed Care, and Medicaid Transportation program. She developed standard operating procedures in drafting COMAR regulations to improve compliance with state and federal Medicaid and Medicare regulations.

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Eduardo Daranyi, MEd, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Principal
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Physics, Mathematics, and Business Administration, Hillsdale College Master of Education, Lesley College Certified Project Management Professional Systems Engineering Development Program, Electronic Data Systems

Overview

Ed is a principal at BerryDunn with 20 years of experience managing and providing quality assurance oversight of large-scale technology initiatives. He has served in a project management and quality assurance capacity for Medicaid projects in Maine, Iowa, and West Virginia. Prior to joining BerryDunn, Ed worked for Electronic Data Systems as a systems engineer and systems manager. Ed served as implementation project manager for pharmacy benefits management systems and project coordinator while employed by Goold Health Systems.

Experience

BerryDunn (09/2005 to present) Ed is a principal in BerryDunn's Government Consulting Group, leading the Medicaid practice area.

- **West Virginia Bureau for Medical Services (BMS) (2012 to present).** In his role as engagement manager, Ed provides oversight of BerryDunn's contract with the Bureau to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid DW/DSS implementation; Substance Use Disorder 1115 Waiver development and implementation; ACA analysis, and advisory services; ICD-10 compliance; E&E systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; CHIP implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives. Since Ed joined the West Virginia project on a full-time basis in 2012, he has held many roles including Engagement Manager, Lead Project Manager and General Project Manager. In 2012,

took responsibility for stabilizing and growing the local Charleston office to now employ over 25 local staff. Ed has overseen over 100 projects for West Virginia. Several are described and listed below.

- o *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (2019 to present).*
  Ed is the Engagement Manager overseeing the State's transition of the WVCHIP program from fee-for-service to managed care to provide more seamless care between the two programs and offer greater efficiency and opportunities for innovation. The team performs desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each of the MCOs and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

- o *WVCHIP MCO Transition Planning Project Phases I and II (03/2019 to present).*
  Ed provides Engagement Management oversight to help the State transition members from an FFS model to managed care. BerryDunn provides project management and support services; systems transition and readiness planning; facilitation of MCO, MMIS, and Enrollment Broker (EB) file testing; facilitation of weekly Out-of-Pocket (OOP) Maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders and development of the WVCHIP managed care contract. BerryDunn supports technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.

- o *People's Access to Help (PATH) DDI Project Management (10/2017 to present).*
  Ed, alongside other principals engaged in work for the State, provides strategic direction and oversight to the project team implementing the largest information technology transformation project that West Virginia has ever undertaken, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Ed provides executive leadership working with the internal team, the State, and all vendors, ensuring that all project deliverables are met, and risks and issues are appropriately escalated and addressed.

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- o *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
  As Engagement Manager, Ed with the BerryDunn team of specialists, developed and successfully negotiated a Section 1115 Waiver Demonstration Project to undertake SUD delivery system transformation efforts in West Virginia. The SUD waiver strengthened the State's SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

- o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (2012 to present).*
  Ed has been the Engagement Manager overseeing several of the State's MITA State Self-Assessments (2.0 and 3.0) and road map over the past eight years. Ed helped the State develop their Medicaid modernization strategy and determine the path of their future system direction and investments. He worked to understand their priorities and help ensure prioritization and resources were aligned. The team is currently creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the findings of the MITA SSA and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

- o *Data Visioning and Warehouse Development and Procurement Assistance (2012 to present).*
  Over the past eight years Ed has served as the Engagement Manager, the State has engaged in two major data warehouse procurements and implementations. Ed has formed teams to assist with data visioning activities, facilitate the integration of data sources with the Data Warehouse/Decision Support System (DW/DSS), develop two Request for Proposals (RFP), and provide procurement support for a new DW/DSS. The team identified, consolidated, and subsequently retired duplicative DHHR databases and systems. In the current procurement effort, the team developed a charter and mission with the State, collaborating with stakeholders, developing standardized project artifacts, and developing an overlap map. After completing this Enterprise Data Integration and Consolidation

Initiative, the team is now focused on assisting DHHR in the development of a Medicaid Enterprise DW RFP, as well as the subsequent evaluation and award of a solution to support the data warehousing, analytics, and reporting needs of DHHR.

- *QA Oversight of MMIS and Pharmacy POS Implementation (10/2005 to 03/2008).*
  Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing and assisting in the management of change management processes, and participated in the certification process and report process development.

- Additionally, Ed has overseen the following projects as the WV Engagement Manager under the current contract and past contracts:

  - *Payment Error Rate Measurement (PERM) Project: Phase II (05/2020 to 05/2021)*

  - *State Plan Review and Support (SPRS) Project (02/2020 to 05/2021)*

  - *Substance Use Disorder (SUD) Waiver Initiative Project (03/2019 to 05/2021)*

  - *Technical Assistance and Program Support (TAPS) Project (11/2018 to 04/2021)*

  - *Project Management and Support Services for the Access to Care Project Monitoring Phase (04/2016 to 10/2016; 03/2017 to 04/2021)*

  - *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*

  - *WVCHIP MCO Operational Readiness Review Assistance (09/2020 to 12/2020)*

  - *MMIS Fee Schedule and Edit Quality Review (09/2017 to 09/2018; 01/2019 to 04/2020; 06/2020 to 11/2020)*

  - *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*

  - *Lead project manager until 6/30/2019; principal in charge as of 7/1/2019*

  - *Mountain Health Trust (MHT) MCO Procurement Assistance Project: Phase II (05/2020 to 09/2020)*

  - *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020)*

- Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW): Phase II (10/2019 to 05/2020)

- Coordinated Care Management Project Management and Procurement Assistance Project (02/2019 to 01/2020)

- Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to 12/2019)

- Lead project manager until 6/30/2019; principal in charge as of 7/1/2019

- Medicaid Enterprise Integrated Eligibility (EIE) Solution (10/2017 to 09/2019)

- Data Visioning and Warehouse Development and Procurement Assistance Project (09/2017 to 08/2019)

- WVCHIP MCO Transition Planning Project (01/2019 to 07/2019)

- Provider Enrollment (PEA) Project (2012 to 2015; 03/2017 to 02/2018; 05/2018 to 05/2019)

- WVCHIP Data Warehouse / Decision Support System (DW/DSS) Historical Data Testing and Implementation (2012 to 2015; 10/2017 to 04/2019)

- Third-Party Liability Options Analysis and Procurement Assistance Project (08/2018 to 11/2018)

- Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)

- MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (08/2015 to 08/2018)

- Technical and Information Enterprise Project Management Services (TEPMS) Project (05/2017 to 07/2018)

- Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)

- Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 01/2018)

- West Virginia/New Jersey MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018)

- Eligibility and Enrollment RFP Development Assistance (10/2015 to 12/2017)

- o *Income Maintenance Manual Update Project (09/2016 to 09/2017)*

- o *Updates to West Virginia Health IT (HIT) Plans and HIT and Health Information Exchange (HIE) APD Assistance (03/2016 to 04/2017)*

- o *Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 12/2016)*

- o *Safe at Home Advance Planning Document (APD) Update (08/2015 to 11/2016)*

- o *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016)*

- o *ICD-10 Transition Planning and Implementation (09/2013 to 03/2016)*

- o *Eligibility and Enrollment APD (06/2015 to 09/2015)*

- o *PPACA Workgroup Oversight (2012 to 2015)*

- o *5010 Refresh Project (2012 to 2015)*

- o *State Medicaid Health IT Planning and Health Care Reform Consulting (2012 to 2014)*

- o *Non-Emergency Medical Transportation (NEMT) RFP Development (2012 to 2013)*

- o *MITA 3.0 Organizational Redesign (2013)*

- o *Policy Workflow Assessment (2013)*

- o *Prior Authorization Forms Revisions (2013)*

- o *ePrescribing Helpdesk and Support (2012)*

- **West Virginia Department of Health and Human Resources (DHHR) (06/2012 to present).** In his role as engagement manager, Ed provides oversight of BerryDunn's contract with DHHR to provide project management services for multiple projects, including the E&E System modernization; procurement services; eligibility systems planning, procurement, and implementation; and other related initiatives.

- **Maine Department of Health and Human Services (DHHS)** – *Independent Verification & Validation (IV&V) and QA Services (04/2011 to 06/2012).* BerryDunn provided IV&V, QA, and Technical Assistance services for the Molina MMIS and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification

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project. In addition, BerryDunn provided project management for the CMS certification of Maine's MMIS. As BerryDunn's project manager, Ed served as the primary liaison with DHHS, providing and managing a project management structure, developing and maintaining project management tools, managing the development of all deliverables, leading and overseeing the work of our team, evaluating project risks and issues, recommending strategies to address risks and issues, and communicating project status to DHHS.

BerryDunn also performed a point-in-time readiness assessment for several Pharmacy system initiatives for Maine DHHS, including a HIPAA 5010 transaction set readiness assessment and a pharmacy-related provider portal. Ed served as project manager for this assessment.

- **North Carolina Office of the State Auditor** – *Independent Audit of the State IT Services Enterprise Project Management Office (EPMO) (04/2007 to 06/2007).* BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. Ed served as a lead analyst on this engagement. The objective of our evaluation was to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

Martin's Point Health Care (2005 to 2007). Ed led a project management effort for Martin's Point Project Management for Health Insurance Portability and Accountability Act (HIPAA) Compliance initiative. He performed an organizational assessment and worked with executive leadership to develop a governance model, which then in turn directed the development of policies and procedures aimed at keeping the organization in compliance with the HIPAA Rule. Ed facilitated meetings with departments across the organization to create the policies and procedures, presented them to the HIPAA oversight board for approval, and then assisted with the training and implementation of the new procedures.

Goold Health Systems (1999 to 2005).

- **Iowa Department of Human Services (06/2004 to 08/2005).** Ed served as technical project manager for the implementation of the Iowa Preferred Drug List/Prior Authorization project. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects and operational procedures.

From December 2004 to August 2005, Ed served as strategic project manager for Iowa's MMIS Pharmacy POS implementation. In this role, Ed managed implementation activities; prepared

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project status reports; developed work plans; and conducted research and analysis of programs, projects, and operational procedures.

- **Maine DHHS (05/2001 to 01/2002).** While employed by GHS, Ed served as technical project coordinator for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects, and operational procedures.

Electronic Data Systems (1985 to 1988). Ed served as Systems Engineer and Systems Manager, with responsibility for maintaining the operating system for a cluster of mainframe computers, troubleshooting hardware and software problems, and overseeing security and access to software on the mainframe computers controlling a General Motors full-size pickup truck assembly plant. As a part of this work, he was on a team that implemented a new manufacturing and assembly system for the truck assembly plant.

Presentations

Flexible Contracting and Contracting Best Practices, Presentation for MESC 2014, 8/19/2014
Project Management/Testing, Presentation for NESCSO workshop (2017)
Moderator, MESC Conference sessions (2015-2019)
People and processes: Planning health and human services IT systems modernization to improve outcomes, 11/23/2020 Blog
Published Insights on www.berrydunn.com include but are not limited to: NAMD 2020 reflections: Together toward the future and MESC 2020: Where we are today and where we will be tomorrow

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Emily E. McCoy, RN, BSN, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Nursing, Marshall University Registered Nurse Certified Project Management Professional Certified Executive Coach

Overview

Emily is an experienced project manager and registered nurse with deep expertise in healthcare consulting including mental health, long-term care, and Medicaid / MMIS. Her clinical experience includes direct care nursing for individuals within an inpatient behavioral health environment (including substance use and eating disorders), neurology unit, and skilled nursing / long-term care setting. Emily also has several years of program management, project management, and leadership for both hospitals and state health and human services agencies.

Experience

BerryDunn (07/2016 to present). Emily works in BerryDunn's Medicaid consulting practice, bringing her years of experience to state Medicaid agency clients, particularly in the area of certification.

- **New Jersey Division of Medical Assistance and Health Services (DMAHS)** – *MMIS Modernization (7/2022-present)*
  Emily is serving as the Engagement Manager for the Project Management Office (PMO) in collaboration with the Implementation Team Office (ITO). The MMIS Modernization is the opportunity for NJ DMAHS to update their monolithic legacy MMIS with a modular approach within the CMS guidelines. Emily is leading a team of experts in areas of project management, documentation support, deliverable review, certification support, testing support, Advance Planning Document (APD) support, Medicaid Information Technology Architecture (MITA) support, and change control.
- **West Virginia Department of Health and Human Resources (DHHR)**
  - *Public Health Emergency (PHE) (10/2021 to 7/2022).*
  Emily served as a subject matter expert (SME) for the PHE "Unwinding" project.
    Emily's State government employment and eligibility experience allowed her the opportunity to work with the State to create a strategic plan to help them "unwind" and get the policies and eligibility processes back to a pre-COVID state, once CMS determines that these PHE flexibilities will end.
  - *Portfolio Coordination and Management (PCM) (11/2020 to 10/2021).*
    Emily currently serves as the project manager for the PCM project, leading a team providing project management and support services to assist with the

continued establishment of PCM processes and templates to help DHHR align and manage its projects across the enterprise. Emily's State government employment experience, coupled with her knowledge of project and portfolio management, provides a valuable perspective and ability to help the State obtain its desired outcomes.

- o *Eligibility and Enrollment Implementation Assistance (01/2018 to present).* Emily is currently the deputy project manager within the State PMO, leading and providing oversight to various teams within the project, including Requirements and Design, Deliverables, Testing, Organizational Change Management, and Certification and Compliance. Emily is able to combine her experience and knowledge of State policy and system implementations with this unique opportunity to integrate three separate systems to improve service delivery to State citizens.
- o *Enterprise Program Management Office (EPMO) Project (11/2019 to 10/2020).* Emily served as the project manager for the West Virginia DHHR EPMO project, leading and providing oversight to a team of individuals assisting the State in the establishment of its own PMO. This project focused on leveraging and developing tools, templates, processes, and plans for the State to utilize as they begin to establish the PMO and focus on gaining adoption within the organization. Beginning in March 2020, the EPMO project began identifying projects across Wet Virginia DHHR that were impacted by the COVID-19 outbreak and started utilizing some of the project artifacts to navigate through project and program management during a public health emergency (PHE). This work included building upon existing vendor relationships with Optum and DXC to apply system modifications to accommodate necessary PHE actions.

- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (04/2017 to 01/2018).* Emily led the BerryDunn Medicaid testing team, in collaboration with the New Jersey Implementation Team Organization (ITO), for the Replacement MMIS (R-MMIS). She applied her West Virginia MMIS testing experience to the implementation of the New Jersey R-MMIS.

- **Henrico County, VA** – *Henrico Area Mental Health and Development Services (HAMHDS) EHR System Consulting (08/2016 to 04/2017).* Emily was a key resource on BerryDunn's team to provide Henrico with planning and procurement support for its EHR system, which incorporates behavioral and mental health, and substance abuse services. The work included requirements development, RFP development, and system selection.

West Virginia Department of Health and Human Resources (DHHR) (11/2013 to 06/2016). Emily served as the Director of the MMIS for West Virginia with overall duties involving the oversight and management of the MMIS and the contracted Fiscal Agent. In this role, she was responsible for managing several projects that would be integrated into the MMIS. Specific duties as the Director of MMIS included:

- Interpreting regulatory policy to determine possible impacts to the MMIS and other

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systems

- Monitoring system performance against Medicaid policies and federal regulations for compliance and reimbursement
- Oversight and management of multiple federal regulations within the MMIS, such as 5010/D.0, ICD-10, MITA, and Transformed Medicaid Statistical Information System (TMSIS)
- Participating in CMS Pilot Certification gate level reviews with CMS representatives, including presenting system evidence to meet MITA 3.0 requirements
- Participating in the development and review of the MMIS RFP
- Participating in the development and updates of various APDs, as well as seeing these documents through to approved status with CMS
- Oversight and Management of the Adult Medicaid Quality Grant
- Management of and participation in an MMIS implementation from RFP development through implementation, as well as post-implementation monitoring and defect resolution

West Virginia Bureau for Medical Services (BMS) (01/2003 to 10/2013). During her 10 years with BMS, Emily held several positions, as described below.

- *Medicaid Management Information system (MMIS) (01/2007 to 10/2013).*
  Emily served as the manager of operations with the MMIS for West Virginia with overall duties involving multiple areas of the system, including claims processing, member, and provider. She also acted as a SME in various areas of Medicaid systems, including long-term care and hospice services.
- *Office of Behavioral and Alternative Health Care (01/2005 to 12/2006).*
  Emily served as the program manager of the State Medicaid Long-Term Care Program with overall duties involving the development, implementation, and supervision of the following programs: nursing facilities, hospice, hospice in nursing facilities, home health, Pre-Admission Screening and Resident Review (PASRR Level II), and Nurse Aide Training and Competency Evaluation (NATCEP). Specific duties involved with the above-mentioned programs included interpreting regulatory policy for reimbursement, monitoring provider compliance with Medicaid policies for reimbursement, and providing formal and informal education to providers regarding State Medicaid policies and reimbursement.
- *Office of Behavioral and Alternative Health Care (01/2003 to 12/2004)*
  Emily served as a Health & Human Resource Specialist in the State Medicaid Long-Term Care Program with overall duties involving the supervision and oversight of claims processing for nursing facility reimbursement. Her duties included providing direct communication with the nursing facility provider network regarding reimbursement issues related to the Minimum Data Set (MDS), billing, and medical eligibility.

Charleston Area Medical Center (07/1996 to 12/2002).

- **Transitional Care Unit (05/1999 to 12/2002).** During her time on the Transitional Care Unit, Emily held several different positions.
  - o *Clinical Management Coordinator.* Emily served in a hospital-based skilled nursing unit with overall duties involving the management of nursing and ancillary

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staff, as well as assisting in program administration to maintain compliance with federal long-term care regulations.

- o *MDS Coordinator.* Emily served in a hospital-based skilled nursing unit with overall duties involving the coordination of the federally mandated Resident Assessment Instrument (RAI) process.
- o *Clinical Nurse II.* Emily served on a 19-bed skilled nursing unit with overall duties involving the advocacy of residents while providing direct resident care. The focus was to provide quality, holistic skilled care to residents while complying with federal long-term care certification requirements.
- **Neuroscience Unit (01/1998 to 05/1999).** As a Clinical Nurse II, Emily served on a neuroscience unit with overall duties involving the advocacy of patients while providing direct patient to care to individuals with neurological conditions. Specific duties included:
  - o Performing various nursing duties including, but not limited to, preventing and / or managing altered skin integrity with patients experiencing compromised mobility as well as providing tracheostomy, gastric tube, central line, and ventilator care
  - o Performing duties of temporary charge nurse, including the supervision of staff providing direct patient care and monitoring staffing patterns based on the Medicus system recommendations
  - o Serving as a representative on the Standards and Practice Council and Procedures sub-committee\
  - o Providing formal and informal education as the unit CAD (Continuous Analgesia Device) Pump instructor and RN preceptor
  - o Serving as the study coordinator for Nursing Process Quality Improvement with an additional focus placed on the study of pain management in neurological patients
- **Behavioral Health Unit (07/1996 to 01/1998).** Emily began her nursing career on the Behavioral Health Unit, with overall duties involving the advocacy of patients while providing direct patient care to individuals with mental illness.

Ethan Wiley, MPPM, PMP, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Bachelor of Arts in Political Science and History, University of Maine at Farmington
	Master of Public Policy and Management, University of Southern Maine Edmund S. Muskie School of Public Service, Concentration in Policy Analysis
	Certificates of Graduate Study: Applied Research and Evaluation Methods, Performance Management and Measurement, and Social Policy Analysis
	Certified Project Management Professional
	Prosci® Certified Change Practitioner
	Certified Lean Six Sigma Green Belt

Overview

Ethan is a senior manager for our Government Consulting Group with progressive healthcare system experience across the breadth of the Medicaid enterprise. His specialties include 1115 and 1915(c) waivers, Medicaid state plans, federal health programs and legislation, health policy and program development, strategic planning, analysis, remediation, and implementation. An experienced project manager in both Medicaid HIT and policy projects, Ethan has engaged in leadership roles in projects designed to evaluate project, program, and provider performance. These efforts have been inclusive of providing support with determining the implications of, and advising on, federal regulation, design of waiver programs, data collection, managed care compliance, waiver evaluation design, and reporting requirements.

Experience

BerryDunn (07/2014 to present). Ethan has worked across practice areas for BerryDunn's Government Consulting group. Project highlights include the following.

- **West Virginia Bureau for Medical Services (BMS).**

  - *ARPA Section 9817: HCBS Implementation Project (5/2021 to present).*
    Serving as program manager and lead, Ethan oversees this project and provides subject matter expertise, and support for the design, development, and implementation of a Spending Plan and Narrative for the American Rescue Plan Act (ARPA). The March 2021 ARPA allowed enhanced federal funding for state

Medicaid spending on HCBS. The increased FMAP allowable by the ARPA allows a wide array of allowable opportunities for HCBS improvements. Providing stakeholder management and technical expertise to the State, Ethan led the writing of the initial spending plan which unlocked an estimated $558 million in increased funds for West Virginia. The project continues in the implementation stage where Ethan leads workgroups, planning discussions and monitors controls execution of the implementation schedule

o *West Virginia Certified Community Behavioral Health Center Project (7/2021 to present)*
As portfolio Manager Ethan oversees a BerryDunn team working to create a new State Plan Amendment for West Virginia Medicaid to implement new and expanded health and behavioral health services. Specifically, CCBHCs are a specially designated clinic that provides a comprehensive range of mental health and substance use services.

o *ARPA Section 9813: Mobile Crisis Grant Project (7/2021 to present).*
Serving as program manager, Ethan oversees this project and provides subject matter expertise and support for the design, development, and implementation of a State Plan Amendment to add a Mobile Crisis Program to the West Virginia Medicaid Program. As part of this, Ethan participated in writing and planning assistance for the ARPA State Option to Provide Qualifying Community-Based Mobile Crisis Intervention Services. In organizing the response, writing the application, and assisting BMS is communications to CMS, our team helped BMS in the successful award from CMS to the State of an $847,527 grant to implement qualifying community-based mobile crisis intervention services. Currently the work involves ongoing design and implementation activities.

o *State Plan Review and Support (SPRS) Project (03/2020 to present).*
In order to help the State achieve federal compliance, Ethan oversaw a BerryDunn team of eight that compiled over 2,000 existing Medicaid State Plan pages and documents. These documents were inclusive of the State Plan sections, attachments, supplements, and amendments from both digital (state and federal) as well as physical repositories. Ethan also provided subject matter knowledge on advanced workflow designs to assist BMS in remediating compliance issues in the State Plan; developing a process flow for State Plan development, approval, and maintenance; and training state stakeholders on the new process flow.

o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2019 to 10/2021).*
As program manager, Ethan oversaw a team, which assisted DHHR in meeting compliance with the requirements of the MITA 3.0 State Self-Assessment as prescribed by CMS. The objective of this project was to assist the DHHR with MITA lifecycle maintenance activities, including preparation of the MITA 3.0, SS-

A Annual Update for Federal Fiscal Year (FFY) 2018, enterprise-wide MITA support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update.

o *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to present).*
As project manager, Ethan plans and executes the design, negotiation and implementation of a Medicaid HCBS waiver program. The CSEDW provides services that are additions to Medicaid State Plan coverage for CSED who are enrolled in the CSEDW program. The CSEDW permits WV to provide an array of services that enables children who would otherwise require institutionalization to remain in their homes and communities. In addition, it is anticipated that this waiver will reduce the number of children housed both in state and out-of-state in Psychiatric Residential Treatment Facilities (PRTFs) and shorten the lengths of stay for children who require acute care in PRTFs.

o *Technical Assistance and Program Support Project (11/2018 to present).*
Serving as the overall program manager and subject matter expert Ethan oversees a project as which provides project management, subject matter expertise, and support activities for the design, development, and implementation of multiple Medicaid business initiatives and activities that BMS may undertake. Ethan and his team perform services including, but not limited to, program research, financial analysis and modeling, waiver construction, regulatory analysis, federal and stakeholder negotiation, and program development.

o *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
Working as the lead policy analyst and subject matter expert for phase 1 of the SUD project, Ethan assisted in the development and successful negotiation of a Section 1115 Demonstration Project to undertake SUD delivery system transformation efforts in West Virginia. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD. Serving as the data management lead for phase 2 of the project, Ethan worked to design tools to assist in performance management and measurement, including executive dashboards and quality metrics. In addition, Ethan led reporting efforts and designed processes to conduct actuarial analysis of required budget-neutrality components of West Virginia's program. Serving as program manager for phase 3 of the project, Ethan oversees the project manager and leads. In addition to ongoing implementation of managed care services, reporting requirements, and data analysis to support decision-making, Ethan oversees network adequacy assessments and other efforts to ensure quality program design.

o *Third-Party Liability Options Analysis Project (07/2018 to 12/2018).*
As project manager, Ethan determined the research design and methodology to

perform an analysis of TPL options. As part of this, the team Ethan led investigated both solution and financing alternatives for the State to conduct their Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.

- o *Gap Analysis and Project Management Services (10/2016 to 06/2018).* As project manager, Ethan planned and led the execution of a large-scale ACA compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables as part of comprehensive support during the life of the project, and oversaw the design and inauguration of seven subprojects created under GAPMS.

- o *Adult Quality Measures Grant Project (06/2016 to 12/2016; 06/2017 to 12/2017).* As project manager, Ethan oversaw a team tasked with collecting and reporting the Medicaid Adult Core Set Measures as BMS transitioned from a grant-funded Quality Unit to a state-supported Quality Unit.

- o *ICD-10 Transition Planning and Implementation (07/2014 to 02/2016).* As policy analyst and project coordinator, Ethan analyzed and remediated 78 distinct policies and overhauled the Provider Manual and Medicaid policy for the agency. He oversaw testing design, system integration testing, and user acceptance testing, along with client acceptance. In addition, he designed, researched, and constructed ICD-10 training modules for BMS staff; designed and built training segments for Medicaid providers and assisted with outreach and engagement; and performed analysis of Medicaid claim data processed through the MMIS to determine financial health and parity in claim operations.

- o *Utilization Management and Prior Authorization Services RFP Development Project (09/2015 to 12/2015).* As business analyst, Ethan was brought in to organize and complete the final development of a state Medicaid agency project to develop a major RFP to select a utilization management vendor.

- **Delaware Division of Medicaid & Medical Assistance** – *Advance Planning Document (APD) Consulting – (May 2021 to present.)* As project manager, Ethan leads a team focused on helping the State of Delaware continue to transform their Medicaid Enterprise Systems through the design and development of innovative APDs. As part of this, he oversees analysts, financial modeling, cost allocation, and project management tasks in support of a portfolio of over a dozen APDs annually.

- **Puerto Rico Department of Health (PRDoH)**– *State Plan Support* – (12/2020 to 10/2021) In order to support the Puerto Rico Medicaid Program (PRMP) Ethan served as a Subject Matter Expert for BerryDunn's state plan work. In this role, Ethan researched and analyzed the Medicaid state plan, drafted amendments, and reviewed state plan materials. Ethan's work included analyzing state plan provisions related to Hospital-

Based Presumptive Eligibility (HBPE), Modified Adjusted Gross Income (MAGI), and other major eligibility provisions of the State Plan.

- **Nebraska Department of Motor Vehicles** – *Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).* As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.

- **Michigan Department of Education** – *Early Childhood Data Governance Structure (03/2016 to 06/2016).* As a business analyst for the Department's data governance project, Ethan developed and drafted initial versions of key deliverables including the data governance manual and data governance policy. He mapped and developed workflows to outline the progression and flow of data throughout the agency, and outlined critical data questions and paths through which these could be resolved.

- **West Virginia Bureau for Children and Families** – *Project Management for Enterprise Content Management (ECM) Project (08/2015 to 02/2016).* Ethan served as interim project manager on a quality assurance project to oversee the implementation of an enterprise content management solution. He participated in joint application design sessions, coordinated State IT vendors, served as a liaison with multiple state agencies, and facilitated a smooth implementation.

- **Colorado Department of Human Services (DHS)** – *Child Care Tracking System (CHATS) Needs Assessment and RFP Development (07/2014 to 10/2014).* Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.

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Hilary Foster Moles, RN, BSN, Prosci® CCP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Bachelor of Science in Nursing, West Virginia Institute of Technology
	Registered Nurse
	MLC Certified Medicaid Professional (MCMP-II)
	Prosci® Certified Change Practitioner

Overview

Hilary, a registered nurse, is a senior consultant in BerryDunn's Government Consulting Group with comprehensive clinical and state agency policy development and analysis experience. Hilary provides project management services for West Virginia's Payment Error Rate Measurement (PERM) project, and Public Health Emergency (PHE) Support project. She brings expertise in case management, Medicaid eligibility and enrollment criteria, and Medicaid Management Information System (MMIS) claims processing.

Experience

BerryDunn (04/2019 to present)

Hilary serves as part of BerryDunn's Medicaid Practice Group, working with the West Virginia BMS on project management initiatives.

- **West Virginia Bureau for Medical Services (BMS)**

  - *Quality Improvement Initiatives Program Manager (07/2022 to present).* As quality improvement initiatives program manager, Hilary is providing project support in the areas of process improvement, best practices, and staffing allocations for the Payment Error Rate Measurement (PERM), Fee Schedule and Edit Quality Review, and Medicaid Performance Management and Quality Assurance (MPMQA) Support Services projects.

  - *Public Health Emergency (PHE) Support Project (10/2021 to present).* Hilary is serving as the project manager for the PHE Support project, to assist West Virginia with the preparing and planning of unwinding activities once the PHE ends. This project includes tracking program flexibilities, assisting with the development of processes and initiatives to rollback current efforts, and supporting all PHE-related activities. Hilary is managing budgets and project deliverables and works closely with the client to help ensure the team meets the project requirements, and expectations.

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- o *Payment Error Rate Measurement (PERM) Project (04/2019 to present).*
  Hilary began the PERM project as a subject matter expert (SME), before her current role as project manager. She is managing budgets and project deliverables and working closely with the client to help ensure the team fully meets the project requirements and expectations. This project includes support throughout all pre-cycle activities, validating claims payment or eligibility errors, researching error remedies, providing oversight for resolution of PERM errors cited for West Virginia, and supporting the Medicaid Eligibility Quality Control (MEQC) portion of the PERM review.
- o *MMIS Fee Schedule and Edit Quality Review (04/2019 to present).*
  Hilary is serving as program manager as well as a project SME. In previous project phases, she completed analyses of the MMIS configuration of Medicaid benefits, and prior authorization requirements in comparison to Medicaid policy. Additionally, Hilary completed an analysis of telehealth policies to identify opportunities to expand telehealth coverage for West Virginia. She has collaborated with BMS and Gainwell to evaluate claim edits to help ensure the MMIS setup and current processes comply with Medicaid policy and national standards.
- o *State Plan Review and Support (SPRS) Project (09/2020 to 01/2021).*
  As a business analyst, Hilary worked with the project team to analyze the West Virginia Medicaid State Plan and assist the State to make process and document improvements for long-term policy compliance and sustainability.
- o *COVID-19 Emergency Services Sub-Project (03/2020 to 10/2020).*
  Hilary supported the project with tracking of federal waivers, WV Disaster Relief State Plan Amendments (SPAs) and other COVID-19 related legislative policy changes. Hilary researched and advised the client of other state policy implementations on a daily basis. She attended weekly Centers for Medicare and Medicaid (CMS) stakeholder calls and advised the client of noteworthy changes to help them stay current with the evolving changes during the public health emergency.

KEPRO (09/2015 to present). As the care coordinator lead and case manager, Hilary assisted in the development of local medical policies for West Virginia Medicaid. She conducted training sessions for colleagues, providers, and physicians; provided case management to West Virginia Medicaid members; and utilized InterQual and BMS criteria to determine medical necessity. Disciplines included hospice, home health, rehabilitation, and durable medical equipment.

West Virginia Medical Institute (02/2013 to 08/2015). As a utilization review nurse, Hilary used InterQual and BMS criteria to determine medical necessity. Disciplines included acute care, imaging, hospice, and home health.

Charleston Area Medical Center (06/2009 to 02/2013). With Charleston Area Medical Center, Hilary served as a level-II clinical nurse on the Labor and Delivery unit and the Surgical Intensive Care Unit.

Jason Hargrove, MBA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Marine Engineering Operations, Maine Maritime Academy
	Master of Business Administration, Grantham University
	Certified Project Management Professional
	MLC Certified Medicaid Professional (MCMP-II)

Overview

Jason is an experienced leader and implementation manager, delivering IT software solutions and services in healthcare and engineering for over 19 years. Jason brings a diverse range of skills and experience including business development, finance, budgeting, contract management, team development, recruiting, resource management, and project management. He leads by example, fostering communication at all levels of the organization and is familiar with complex and difficult situations.

Experience

BerryDunn (02/2018 to present). Jason serves BerryDunn's Medicaid consulting clients as a project manager.

- **Alaska Division of Health Care Services (HCS)** – *MMIS Fiscal Agent Solicitation Consultant Services (09/2020 to present)*
  Jason is the project manager for BerryDunn's team assisting HCS with visioning, researching, and developing an MMIS solicitation
- **West Virginia Bureau for Medical Services (BMS)** – *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*
  Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:
  - Strategic planning
  - Organizational Change Management
  - Requirement development
  - RFP draft narratives and supporting documentation
  - Certification planning and assistance
  - APD development and updates
  - Evaluation and scoring support / facilitation
  - Vendor onboarding

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o   Vendor deliverable review
o   UAT planning and support

Northern New England Diagnostics 02/2017 to 08/2017). As chief of operations, Jason developed client implementation process/strategy, created detailed plans for new client onboarding and key issues, and oversaw all operational staff, internal systems, and business processes. Jason was also responsible for performing staff and operational assessments regarding quality and production, developing staff training and mentoring plans for development and quality improvement, and ensuring services met quality and cost effectiveness standards. Jason created and maintained profit and loss (P&L) financials and associated data models to assist with client valuation and forecasting.

Change Healthcare (formerly Goold Health Systems / Emdeon) (11/2005 to 02/2017). In his time at Goold Health Systems, Jason held several positions including:

- **Senior Director of Pharmacy Administration Services** – In this role, Jason continued to build relationships and further integration into the organization's centralized operations and processes. He worked closely with GM/VP on business and operational initiatives and was responsible for the oversight of 17 management and administrative positions (over 160 staff members).

- **Vice President of Administration** – Jason developed company-wide initiatives to increase operational and deployment efficiencies and served as the account manager, project manager, implementation manager, or other lead roles in key projects as needed. He participated in contract negotiations, lease negotiations, and the establishment of remote offices as required. Jason also reviewed project plans and resources for company-wide projects and ensured sufficient staffing levels and resources. In addition, Jason managed the business development function and staff, pursued strategic opportunities in collaboration with the CEO and business development team, and assisted with and oversaw the development of cost estimates, timelines, scope, project plans, and proposal responses.

- **Director of Administrative Services** – Jason planned, organized, assigned, directed, and evaluated the activities of the department. He also assisted the CEO in contract adherence, contract negotiations, lease negotiations, and hiring processes. He worked with the business development director in the development of cost estimates, timelines, scope, project plans, and proposal responses. Additional responsibilities included overseeing facility leases, maintenance, construction, and expansion as needed.

- **Strategic Project Manager** – In this role, Jason was responsible for the direction, coordination, and completion of assigned strategic projects. He also assisted with business development and RFP responses, developed and implemented project management tools and tracking methods, and managed administrative office and project staff members.

While at Change Healthcare, some of Jason's major projects included:

- **Ohio Medicaid PBM and Rebate Services (04/2016 to 02/2017).** Jason served in several capacities on the Ohio project including business development, project leadership and tactical project management. He served as part of the proposal team to

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develop the project management approach, cost proposal and payment milestones. Working with senior leadership, Jason oversaw much of the project activities including the establishment of a remote office, developing project and operational teams and coordinating on-site staff. During the project, the named Implementation Manager left the organization and Jason stepped into the named implementation role to help successfully deliver the systems. As part of his role, Jason oversaw project deliverables, requirement management, collaboration between multiple internal and external teams, meeting facilitation and client relations.

- **Illinois Medicaid PBM and Rebate Services (03/2014 to 03/2016).** As the lead Implementation Manager, Jason oversaw all aspects of the project including proposal preparation, local facility planning, project team meetings, requirement management, joint application design sessions, meeting facilitation, coordination of multiple internal and external stakeholders including regular client meetings. He maintained the open action item logs, risk management, project plan updates and monitored progress daily.

- **Iowa Medicaid Enterprise PBM (04/2012 to 10/2013).** Jason led the re-procurement effort to plan and deploy updated software for this existing client. This included interacting at all levels internally and with the client to establish expectations, capture requirements in alignment to their CMS strategy, and develop key project deliverables. In addition, Jason coordinated the efforts of SMEs in the development of artifacts, client reviews, meeting facilitation and regular updates with client and corporate management.

- **Utah CMS certification support (2012).** Following the successful deployment of software and services, Jason worked with the client to develop strategies for CMS certification, creation of CMS artifacts and guidance on approach. As this was software as a service, Jason provided support to the client through the CMS process and the client worked directly with CMS. The systems were successfully certified without any citing or revisions.

- **Utah Medicaid POS/DRMS (POS and Rebate) (03/2011 to 10/2011).** Jason served as the Implementation Project Manager for this multi-part project. In this role, Jason led a team of technical and business staff members to deliver a complex set of software and services. This included pricing and submission of cost proposals, client and payment strategy, project oversight and management, meeting facilitation, risk and issue management, report management and client engagement. This project also included more intensive training of state staff and product education, change request management and issue resolution.

- **Wyoming Medicaid Pharmacy Fiscal Agent and PBM Services (06/2008 to 05/2009).** As the Project Manager, Jason worked closely with internal business leads and the client to refine the proposed project plan and implementation strategy. He led requirement validation sessions with business leads, client stakeholders and the incumbent vendor. Typical project activities included meeting facilitation, requirement, risk and action item management. Jason also created a CMS certification and strategy document and subsequently worked with CMS, the client and business SMEs to successfully certify the system.

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- **Maine Medicaid Mailroom and BPO (HCFA, UB, ADA) and Medical Prior Authorization.** Jason served as internal project executive to manage the conversion of an existing sole-source contract to a sub-contract and establish a new department within the company. In this role, Jason participated in negotiations with several potential prime vendor partners to develop pricing and a successful bid strategy. After source selection, he worked with a new partner to define operational processes, quality standards and technical integration. New office space and hiring was completed successfully. Jason served as the implementation lead and the business unit manager for the new and existing services as part of this project, including staff management, quality oversight, and vendor/client relations.

Ingersoll-Rand (03/1998 to 11/2005). As a mechanical engineer, Jason served as a team leader for Laboratory Operations & Reliability. In this role, he managed operations and reliability efforts through direct reports and matrixed team. He created project plans and provided daily management and guidance of both lab and engineering personnel to ensure timely completion of assigned tasks. Projects included directing company-wide reliability efforts to deal with issues relating to new product development, and working with engineering and Underwriter's Laboratory (UL) to successfully list IRs 70kW product.

Mara Cooper

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	16 years
Certifications and Education:	Master of Management, with a concentration in Human Services Non-profit Management, Shorter University Bachelor of Science in Interdisciplinary Studies, Shorter University

Overview

Mara brings 16 years of experience with project management, vendor management, quality control, and budget planning. Her expertise includes medical billing, meeting facilitation, and forecasting. She comes most recently from working with the State of Florida to assist in the allocation of CARES Act funding.

Experience

BerryDunn (05/2021 to present)

- **West Virginia Department of Health and Human Resources (DHHR) -** *People's Access to Help (PATH) DDI Project Management (04/2021 to present).*
  As an IE Release Coordinator on the WV PATH project, Mara is responsible for facilitating effective communication between State, SPMO and Optum. She is the organizational point of contact for the team and ensures timely assignment and completion of all design validation related tasks. She also collaborates daily with the various IE program business coordinators and subject matter experts to ensure needs are met.

North Highland Consulting (09/2020 to 04/2021). Mara helped to ensure that county agencies in Florida expensed or encumbered $8.3 billion allocated by the State of Florida in CARES funding during the covered period. She served as liaison between the State of Florida Division of Emergency Management, assigned counties, Horne, and North Highland. She also provided guidance to the counties on how to best allocate Coronavirus Relief Funds; identified and reported any issues or deficiencies that may have affected the counties Phase 1 and 2 advanced funds as well as Phase 3 reimbursement funds; and helped ensure that counties met all deadlines as assigned by the State of Florida Division of Emergency Management.

Systems and Methods, Inc. (07/2016 to 02/2020)

- **State Disbursement Unit Child Support Program Director (06/2017 to 02/2020).**
  Mara monitored and controlled all activities related to child support disbursement operation, ensuring projects were completed on time and in budget. She served as

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liaison between FL Department of Revenue, Clerk Courts and Comptrollers, and SMI; utilized ITIL standard for Change Management practices; Analyzed and oversaw $10 million in annual revenue; contributed to the development and implementation of process improvements and best practices; and created project agendas and project team objectives, responsible for reporting KPIs to state partners.

- **Deputy Project Director of Customer Service and Operations (02/2017 to 06/2017).** Mara assisted the SDU Project Director with planning, leading, controlling, monitoring and executing all aspects of the Child Support SDU project. She oversaw and managed all activities related to FLSDU operation, helping to ensure projects were completed on time and in budget, responsible for reporting KPIs to state partners. She effectively led the Operations Department to process 100% electronic and paper collections daily with a 99.98% accuracy rate. This included forecasting Operations and Customer Service production volume.

- **Operations Manager (07/2016 to 02/2017).** Mara oversaw and ensured compliance for the SOC audits and all aspects of balancing and preparing for bank deposits each business day. She streamlined operational processes to ensure all daily tasks were appropriately carried out; established operational objectives, work plans, assignment delegation to department supervisors, and forecasted staffing to ensure timely processing of child support payments; and analyzed multi-sourced data to decrease misapplies and increase productivity.

Xerox Federal Government Solutions/DOL Workers Compensation (12/2015 to 03/2016). As a customer care supervisor, Mara was responsible for coordinating and leading a team of 66 call center agents, 2 customer service leads, and additional 30+ indirect reports to achieve maximum performance to ensure service-level agreements were met in a high-volume call center medical billing environment. She established operational objectives, work plans, and delegated assignments to department leads; resolved escalated medical billing claims and customer service issues to reduce customer complaints; and forecasted call volume for Tier 1, Tier 2 and Tier 3 Customer Service Calls.

Xerox State Enterprise Solutions/State of Florida State Disbursement (01/2011 to 01/2015). As an interdepartmental manager, Mara aligned with multiple department managers to ensure proper inter-department workflow, prepared flow charts and process maps to determine staff needs and SLA agreements. She troubleshot and supported Cherwell ticketing system, proactively managed changes/issues or enhancements to the system and monitored client change requests, and revitalized SDU call center operations within 1 month of taking over call center operations. In addition, she prepared efficiency reports for SLA, statistical data, and staffing analysis for State of Florida, forecasted call center and payment processing volume via historical data for service continuity, and collaborated with senior management to establish and carryout strategic plans and objectives.

Xerox Government Healthcare Solutions/Florida Healthy Kids (01/2010 to 01/2011). Mara supervised an elite group of quality analysts, process auditors, and quality control specialists.

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She performed quality on enrollment applications and referrals to Medicaid based on expected sample size, troubleshot and supported Cherwell ticketing system, and performed internal and external calibrations once per week with State partners to ensure accuracy of eligibility by auditing one new application, redetermination and supporting document per session. Mara also developed, implemented, and led key process improvement efforts and influenced cross-functional efforts between members of ACHA and DCF.

Xerox Government Healthcare Solutions/Florida Healthy Kids CHIP (06/2008 to 01/2010). Mara oversaw team of data entry operators to determine eligibility for all programs under the Kidcare umbrella (i.e.) Medi Kids, Healthy Kids, Children's Medical Services (CMS) Title XXI services. She screened children for Medicaid eligibility and referred to DCF for further eligibility determination, managed special projects to ensure proper enrollment of customers, and resolved escalated enrollment issues as assigned by DCF, ACHA and Healthy Kids. She also performed Operational Readiness Testing/ User Acceptance Testing on ConneXion system and reported bugs and issues to the development team.

Affiliated Computer Systems (ACS) /Florida Healthy Kids CHIP (05/2006 to 06/2008). As a data entry clerk and transaction processor, Mara determined eligibility for all programs under the Kidcare umbrella (i.e.) Medi Kids, Healthy Kids, Children's Medical Services (CMS) Title XXI services. She performed eligibility determinations for all children for which an application was received regardless of the Kidcare program component they would eventually be enrolled in, screened children for Medicaid eligibility and referred to DCF for further eligibility determination, and generated letters and made follow-up calls requesting important documents used to determine eligibility. She also manually calculated eligibility based on the current Federal Poverty Level, household size, and assets to enroll children in a federally subsidized premium plans, and tracked the progress of program enrollment applications until approved status was achieved

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	19 years
Certifications and Education:	Associate's Degree, Computer Science Information Systems, Delaware Community College
	Bachelor of Science in Computer Information Systems, Strayer University
	MMIS Level II – Claims Certification
	Medicaid MMIS Level I Certification

Overview

Marnie is an experienced business and QA analyst with a developer background and more than 19 years of experience in assisting with the implementation of state Medicaid Management Information Systems (MMISs). Her background includes leadership roles on five MMIS implementations and one integrated eligibility system consisting of multiple state social services. In her roles, she managed on-site and offshore teams to successfully develop, implement, and test design of requirements. Her developer background helps to clarify design of requirements and how they should be implemented to support the client's business needs.

Experience

BerryDunn (11/2017 to present).

- **West Virginia Department of Health and Human Resources (DHHR)** – *Eligibility and Enrollment Implementation Assistance (02/2018 to present).*
  As a Requirements Lead on the People's Access to Help (PATH) project, Marnie is supporting the success of West Virginia's Integrated Eligibility Solution (IES) project, which will consolidate and integrate DHHR program service systems into a single enterprise. She manages and tracks the PATH Requirements Traceability Matrix to help ensure each project release supports DHHR's program business needs. She participates in configuration design sessions to help ensure the vendor is accurately understanding and capturing stakeholders' business needs and supporting business rules. In addition, she reviews and provides input on project deliverables, and she assists with project activities associated with requirements, including the review and validation activities for the Document Inventory (forms, letters, notices) of all legacy systems. Marnie also provides monthly and periodic status reports for Requirements and Design, including the readiness of each project release.
- **New Jersey Division of Medical Assistance and Health Services** – *MMIS Implementation and Certification Leverage and Reuse Project (11/2017 to 01/2018).*

As a PMO and UAT SME, Marnie supported testing related activities as part of the West Virginia / New Jersey Leverage and Reuse Project and worked collaboratively with the New Jersey Replacement Medicaid Management Information System Implementation Team Office. She provided input into the preparation of UAT planning activities, provided support with project activities associated with MMIS system interfaces, and conducted testing related research as needed to support project activities/testing efforts.

S2Tech/Conduent (07/2016 to 05/2017). As a senior business analyst, Marnie drove the implementation of the New York Medicaid Management Information System (NYMMIS). This included mapping eMedNY legacy data for Financial and Claims appropriately to the database fields in new system, conducting table level analysis on both NYMMIS tables and legacy MMIS tables, and leading the data conversion component for the financial subsystem for the new NYMMIS.

S2Tech/Xerox (02/2013 to 07/2016). During Marnie's time with S2Tech/Xerox, she worked on several projects.

- **Mississippi Modernized Medicaid Eligibility Determination System (03/2015 to 07/2016).** Marnie tested interface components, trained and led team members to ensure the proper conduct of testing methodologies and procedures, ensured accurate creation and execution of ~300 complex test script scenarios, successfully led the testing team through execution of test scripts across 16 different interfaces/batch processes to support the eligibility determination requirements for approval or denial of Medicaid benefits, and documented and managed testing defects.

- **North Dakota Medicaid Management Information System (NDMMIS) (02/2013 to 03/2015).** Marnie acted as a SME for the implementation of the NDMMIS. She ensured all testing efforts were developed and conducted to satisfy the Service Authorization and Electronic Document Management System functional area requirements, ensured the successful execution of ~400 test script scenarios, conducted concept sessions to discuss system functionality, and managed testing defects.

Independence Blue Cross (IBC) (06/2012 to 01/2013). As a senior business analyst, Marnie maintained compliance with CMS mandates and initiatives through various programs in Medicare, including Medicare Part D and the summary of benefits for products. She compiled requirements for improved operational process of monitoring Medicare client's maximum out-of-pocket threshold via the creation of an Access database and conducted concept sessions with product owners to capture business needs for improvements to Access databases.

Hewlett Packard Enterprise Services (01/2004 to 06/2012). Marnie served as chief liaison as well as directed all operational and technical communication activities between HPES (internal and external), the Delaware Medical Assistance Program management team, CMS, and the Delaware Prescription Drug Plans. She also served as a functional developer lead of the MMIS. This included leading the design and development of Medicare Part D System changes using SDLC methodologies, serving as a SME in the Provider & Third-Party Liability Subsystems, and

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implementing CMS annual Federal Regulations in the Delaware MMIS for the Reference Subsystem.

MaryLou Banker, CAPM, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Certified Associate in Project Management, Project Management Institute®
	Certificate in Computer Operations, Computer Learning Center of Boston
	Certified in American Sign Language, Northeastern University
	Certificate in Six Sigma Green Belt
	MLC Certified Medicaid Professional (MCMP-II)

Overview

MaryLou is an IV&V analyst, project coordinator, and consultant in BerryDunn's Government Consulting group, with 20+ years of experience in IT, project coordination and management, and IV&V. She brings diverse experience working with agencies in states such as Massachusetts, West Virginia, and Puerto Rico, as well as federal partners such as Health and Human Services (HHS), Centers for Medicare & Medicaid Services, and Federal Emergency Management Agency (FEMA).

Key Qualifications

- Over two years' experience providing Certification support
- Over six years' experience providing IV&V services
- Over 14 years' experience providing IT technical support

Experience

BerryDunn (03/2013 to present). MaryLou works with BerryDunn's Medicaid Government consulting group, and has experience with the following projects:

West Virginia Department of Health and Human Resources (DHHR) – *People's Access to Help (PATH) DDI Project Management (07/2020 to present).*
As a lead business analyst, MaryLou facilitates weekly meetings with project leads to discuss the Child Welfare configuration action items. MaryLou is responsible for maintaining the action item tracker within the Application Lifecycle Management (ALM) system. MaryLou is also responsible for reviewing functional design documents, mapping requirements to designs, and identifying requirement gaps. MaryLou has assisted with mapping certification outcome criteria for eligibility and enrollment requirements. MaryLou provides a weekly project status report to both BerryDunn and West Virginia stakeholders that addresses key project health items, such as progress of configuration and requirement design.

Puerto Rico Medicaid Program (PRMP) – *Puerto Rico Eligibility and Enrollment (PREE) Enterprise Objective Monitoring and Control (EOMC) Services (01/2020 to present).*
As a business analyst and project coordinator, Marylou reviews the evaluation criteria for the Outcomes-Based Certification (OBC) effort of the new Eligibility and Enrollment (E&E) system. She assisted in mapping the criterion to system requirements and test cases in preparation for preparing required system demonstrations as criterion evidence set forth by the Centers for Medicare & Medicaid Services (CMS). MaryLou is also developing a reusable checklist to help other states prepare for operational readiness reviews (ORR) and the final certification review (CR) based upon CMS regulations and guidelines as they apply to certification requirements for an E&E system.

To help promote project success, MaryLou created and organized a comprehensive project documentation repository to help maintain over 1,000 documents. In her role on this project, she also prepares and oversees the development of the monthly status report deliverable and participates in weekly project status meetings.

West Virginia Bureau for Medical Services (BMS) – *Mountain Health Trust (MHT) MCO Procurement Assistance Project (09/2019 to 9/2020).*
As a project coordinator and business analyst, MaryLou effectively summarized the client's needs and issues in meeting notes. MaryLou also contributed and brainstormed with the BerryDunn team regarding project research assignments.

Massachusetts HIX/IES Entities – *IV&V Services (03/2013 to 09/2019).*
The Massachusetts Health Insurance Exchange and Integrated Eligibility System (MA HIX/IES) project focused on enhancing HIX/IES to establish a fully integrated system for determining eligibility for a variety of state-funded health and human service programs, which included Medicaid and Qualified Health Care Programs (QHP). As an IV&V analyst and project coordinator, MaryLou provided critical supporting data for findings and recommendations in the IV&V Monthly Assessment report. She developed and maintained dashboards and report templates for tracking planned requirements vs. requirements delivered. In addition, she monitored and reported on risks and issues, including analysis of the stability of the HIX/IES production system, review and tracking of planned system integrator contractual system requirements vs actual requirements delivered, and analysis of active workarounds needed to operate the solution. She supported the BerryDunn contractual deliverable review and submission process, as well as the IV&V deliverable review and comment management effort for all of the IV&V resources. She participated in weekly meetings related to CMS Blueprint testing, test case verification for CMS scenario results, and submission of testing results to CMS for approval. She has experience with IBM® Rational Quality Manager (RQM), IBM® Rational Requirements Composer (RRC), and ALM Application Lifecycle Management (ALM) automated testing tools (e.g., Selenium). In addition, she has coordinated and conducted User Acceptance Testing, recorded test results, provided testing metrics, and requirement traceability reports.

Town of North Reading (04/2011 to 05/2013). MaryLou worked for the Town as a Board of Selectmen transcriptionist. She attended board meetings, for which she documented meeting minutes.

Homeland Security FEMA (02/2011 to 11/2011). MaryLou held multiple positions with FEMA, including working as a logistics supply chain management system specialist. In this position, she was responsible for Total- Asset- Visibility (tracking temporary housing units shipped to and from staging areas), ensuring proper time arrival of commodities, providing reports as needed to upper management, ensuring all Employees received the accounts required to complete their mission (email, network, database), ensuring mission information and tools were provided to all, providing accountably report daily to management, ordering office and field supplies as needed, receiving temporary housing units for flood applicants, inspecting two to three bedroom housing units to ensure FEMA standards and specifications were met, ensuring all forms were filled out before releasing housing units to applicants, and supporting JFO Staff procuring materials needed to support applicant process in a timely manner.

Espresso Plus Inc. (02/2003 to 04/2009). As a service manager for the Repair and Installation of Restaurant Beverage Equipment, MaryLou oversaw daily operations of Service Department. This included providing daily support to Director of Operations and Sales Department, ensuring positive Customer relations to all aspects of the Company, providing input and coordinated process for implementing the Mass90 service module, and documenting and training all service technicians on new process and procedures.

GENUITY (Formerly GTE Internetworking, Formerly BBN) (1988 to 2002). MaryLou held multiple positions with GENUITY.

Supervisor, Desktop Services. International Company of 5,000 Employees. MaryLou managed operational teams responsible for implementation and support services, implemented Service-Level Agreements for all Desktop Services, led teams in rolling out sales force automation tool (Siebel), selected to review Siebel project for upper management and saved the company $2,000,000.00, managed rollout of CCM (Comprehensive Client Management) to all employee desktops/laptops, and implemented Fast-Start program for Account Creation team to enable new employees to be up and running with needed access the day of employment.

Supervisor, IT Helpdesk. As a supervisor, MaryLou managed Helpdesk Staff responsible for daily operations of customer call center, worked as a major contributor to implementation of Vantive ticketing system, and ensured all processes and procedures were documented.

IT Helpdesk Analyst. MaryLou provided services to a 1,500-employee company base and was a major contributor to implementation of HD ticketing system.

Meghan Luce

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Science in Public Health, State University of New York at Albany

Overview
Meghan is a dedicated health and human services professional, experienced in the assessment, evaluation, and implementation of health programs for individuals with physical and mental health diagnoses. She has focused experience with the development of service standards, regulations, and policies, and is highly skilled in data collection and analysis.

Experience
BerryDunn (04/2022 to present).

- **West Virginia Bureau for Medical Services-** *West Virginia Children with Serious Emotional Disorder Waiver (CSEDW) (04/2022 to present)*
  Meghan continues to work on the maintenance of their 1915c CSEDW. She explores Medicaid and rate structures for innovative ways to address state needs through waiver programs. Meghan has experience coordinating with CMS for 1915(c) applications and amendments. Activities include development of the 1915(c) application for continued waiver services, amendment updates to ensure service programs are current with practice standards and federal requirements, drafting policy updates to coordinate with program updates as approved by CMS, and assistance with oversight and performance monitoring to support compliance efforts. Ongoing CMS reporting and coordination with other project areas, including the DOJ Agreement and Mental Health Parity.

TEKSystems (10/2021 to 03/2022).

- **BerryDunn (10/2021 to 03/2022)**

  - **West Virginia Bureau for Medical Services-** *CSEDW (10/2021 to 03/2022)*
    Meghan worked as a consultant to assist the client with oversight and management. She assisted the CSED team with research of different Medicaid eligibility expansion options (TEFRA & 217). Activities include meeting facilitation, develop and review deliverable content, including but not limited to waiver amendments and CMS annual reporting. Providing child welfare subject matter knowledge to support the program in achieving its objectives. Manage and report project status (scope, schedule, budget, activities, accomplishments, risks, issues, etc.). Plan and execute project activities, with the support of a team and senior leadership. Serve as the primary point of contact with the client, as well as other state, federal, and vendor stakeholders as directed by the client.

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New York State Technology Enterprise Corporation (10/2020 to present). Meghan worked as a consultant and business analyst to research timely filing rules for Medicaid to align with EVV data cycles, collaborate with team members and conceptualize, deliver, and support clients through today's ever-changing healthcare landscape. She supported healthcare technology initiatives through applying strong business analysis, critical thinking and problem-solving skills. Her primary project was monitoring New York State's implementation of Electronic Visit Verification (EVV) to comply federally with the Cures Act and avoid FMAP reductions. The scope of work involved program and policy development, responding to internal and external stakeholder inquiries, compliance development and program monitoring. She reviewed Federal Regulations to ensure New York State complies and is aware of federal requirements. Meghan also researched other states to monitor how they are implementing EVV systems, developed training standards and training material for NYS EVV program, and monitored NYS compliance with 21st Century Cures Act.

New York Department of Health (10/2018 to 10/2020). Meghan worked as a senior healthcare program specialist responsible for the oversight and monitoring of contracted New York State Health Homes and designated Home and Community-Based providers to ensure compliance with Federal and State regulations and guidelines. She worked to resolve Medicaid enrollment issues with agencies and NYSDOH Eligibility department and developed training materials for workforce ("Medicaid 101"). She provided oversight and guidance to 1915(c) waiver transition providers during the consolidation to the Children's Waiver, including the transition of enrolled waiver children. She identified and corrected Restriction Exception codes for the Health Home Serving Children, Children's Waiver and members transitioning to the Office of People with Developmental Disabilities Comprehensive Waiver. She contributed to the development Health Home Serving Children and Home and Community-Based Service policy, guidance and training material, reviewed policy and procedures developed by Health Homes for compliance to New York State and Federal guidelines, and attended on-site audits of Health Home across New York State.

Transitional Services Association, Inc. (02/2017 to 10/2018). Meghan worked as a program supervisor with the Adult and Youth Care Management team of seventeen care managers to provide guidance to new staff on the Medicaid process and check members eligibility monthly to ensure Health Home billing for members and adults. She represented the agency at meetings and events, coordinated activities and ensured compliance with the policies of three separate Health Homes under the New York State Department of Health, and verified all program referrals and Medicaid eligibility. She reviewed documentation for appropriateness to meet chronic condition or behavioral health criteria and provided support for identified clients through the outreach process, assist Care Managers when needed regarding enrolled clients. Meghan performed ongoing, internal audits of Medicaid billing systems and program statistics, developed policy and procedure documents in cooperation with the quality assurance committee, and innovated training and in-services for newly hired staff and to improve service delivery. She also managed program budgets and client support funds. She redesigned program documentation for youth and adult non-Medicaid programs for a more uniform system and assisted with state and federal audits of Medicaid Health Home client charts. Additionally,

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she conducted intake appointments with new clients, review referrals, Medicaid eligibility, and complete appropriate assessments, including intake assessment, comprehensive, crisis plans, and CANS.

Joseph's House & Shelter (12/2015 to 02/2017). Meghan worked as a supported housing advocate to assist individuals living with a disabling behavioral health diagnosis, cognitive disabilities, substance abuse disorders, or medical conditions. She helped members apply for Medicaid benefits, ensure they had all necessary components for annual recertification process of Medicaid benefits and coordinated with social and medical service providers to identify and ensure stable housing options. She provided on-call services every eight weeks to two supported housing programs with 60 residents. Meghan coordinated home and community-based services for Medicaid eligible individuals with disabilities and assisted individuals with the annual housing recertification process and obtained all necessary documents for HUD.

Meghann Slaven

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	Bachelor of Science in Journalism, Ohio University Bachelor of Fine Arts in Performance & Choreography, Ohio University

Overview

Meghann is a manager with BerryDunn's Medicaid consulting practice focused on helping state health and human services agencies achieve their project objectives. She brings value to every project and project team through her ability to provide effective procurement management, project management, project coordination, and database maintenance support. Meghann has worked on multiple projects supporting critical initiatives for the West Virginia Bureau for Medical Services (BMS).

Experience

BerryDunn (10/2017 to present)

- **West Virginia Department of Health and Human Resources (DHHR)** – *Medicaid Enterprise Data Solution Implementation and CMS Certification Project (10/2019 to present).*
  As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, proposal evaluation processes, and solution implementation activities. Meghann is responsible for the management of project objectives and resources and serves as a primary point of contact for project constraints that require escalation. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives. Meghann drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. Meghann assisted the project team in developing a Data Governance Roadmap.
- **West Virginia Bureau for Medical Services (BMS)**

  - *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (11/2021 to present).*
    As deputy project manager, Meghann is responsible for the management of project objectives, resources, and constraints (scope, schedule, cost, and quality). West Virginia was selected by the Centers for Medicare & Medicaid

Services (CMS) and MITRE as a pilot state to test the Outcomes-Based Planning (OBP) process. Meghann led this key initiative for West Virginia by supporting the facilitation of the OBP Pilot, including monthly workgroup meeting facilitation, assessment of the current MES environment, identification of challenges and opportunities, and development of MES goals, outcomes, and metrics. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives.

o *West Virginia Managed Care Organization (MCO) Encounter Data Quality (EDQ) Assistance Project (09/2020 to 02/2021).*
As a business analyst, Meghann provided guidance and assistance to the project management team with research developing deliverable templates and content, including a Best Practices Research Summary and Data Strategy Roadmap.

o *Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance (08/2020 to 04/2021).*

As a business analyst, Meghann provided guidance and assistance to the project management team to update the West Virginia's MITA 2018 Health Information Technology (HIT) Companion Guide Report.

o *Enterprise Program Management Office (EPMO) Project (07/2019 to present).*
As a business analyst, Meghann assists West Virginia in developing and updating its annual HIT and HIE APD, to help the client gain over $9 million in federal funding for HIT activities and initiatives.

o *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to 09/2019).*
Meghann supported the Data Visioning and Warehouse Development and Procurement Assistance Project, a project focused on supplying project management services to West Virginia in an effort to assist with the integration of data sources, systems, and databases within BMS. As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of project deliverables. As project coordinator Meghann managed the development process and contributed to the following deliverables: monthly status reports; Data Warehouse Decision Support System (DW/DSS) Request for Proposal (RFP); Implementation Advance Planning Document Update (IAPDU); Requirements Traceability Matrix (RTM); proposal evaluation packets; test scenarios; capstone data source integration roadmap; and project closeout. She was responsible for managing client repositories, including 200+ data dictionaries and 450+ data sharing agreements. Meghann also developed Visio process flows to document client data sharing practices.

o *Gap Analysis and Project Management Services (10/2017 to 06/2018).*
As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of the capstone project

deliverable. As part of a team analyzing over 2,600 impacts from the Affordable Care Act (ACA) on West Virginia Medicaid's policy, systems, and business processes, Meghann assisted with research, writing, and assessment activities to support the development of a compliance gap analysis deliverable.

- **Puerto Rico Medicaid Program (PRMP)**
  - o *Puerto Rico Medicaid Management Information System (PRMMIS) Project (11/2020 to 12/2020).*
    As a subject matter expert (SME), Meghann provided guidance and assistance to the project management team to update PRMP's MMIS Advance Planning Document (APD) and corresponding federal funding documentation.

West Virginia School Service Personnel Association (11/2014 to 10/2017). As a public relations specialist, Meghann was responsible for developing advocacy campaigns, monthly newsletters, press releases, public service announcements and speeches. She was also responsible for social media management including Facebook, Twitter and LinkedIn; conference planning and logistics; media relationships; and lobbying for association and partner associations.

College Summit (04/2011 to 07/2014). Meghann served as the school partnership manager, providing consulting and management of College Summit program to partner schools in West Virginia. She trained and supported educators in delivery of College Summit curriculum and online tools; met with school counselors, educators and administrators on a bimonthly basis to ensure school performance according to milestone achievement; guided students through processes to ensure postsecondary success; and facilitated meetings to track progress and share data measurement and analysis.

University of Charleston (10/2006 to 03/2011). During her time with the University, Meghann held the following positions:

- **Assistant Director of Admissions (08/2008 to 03/2011).** Meghann assisted the Admissions Director in development of enrollment plan, developed geographical recruitment plan for admissions representatives, and trained and managed admissions representatives.

- **Admissions Representative (10/2006 to 08/2008).** Meghann was responsible for recruitment in specified territory. She served as a university representative at recruitment events, as well as evaluated applicants, facilitated the admissions process, counseled students and families on financial aid, and assisted in implementing enrollment activities.

Clay Center for the Arts and Sciences (08/2005 to 09/2006). As a group reservations coordinator, Meghann scheduled group visits to Avampato Discovery Museum, Clay Center, and West Virginia Symphony Orchestra. She was responsible for maintaining and analyzing the database regarding group attendance, and assisted with museum programs and special events.

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American Dance Festival (06/2004 to 07/2004). As a press and marketing intern, Meghann developed and distributed press releases and public service announcements, and coordinated visiting critic events.

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Nicole Spears, MBA

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Science in Corrections, University of Indianapolis
	Master of Business Administration, focus on Healthcare Management, Western Governors University

Overview

Nicole is a senior consultant for BerryDunn's Medicaid Practice Group with deep expertise in healthcare consulting, including Medicaid Management Information System (MMIS) and managed care. With nearly 15 years' experience in change management, Nicole has comprehensive knowledge of Managed Care Organization (MCO) and vendor oversight, program development and implementation, and Software Development Life Cycle (SDLC) monitoring. She has a long history advising senior leadership on high-profile, complex implementations with large, cross-functional teams.

Experience
BerryDunn (07/2021 to present).

- **West Virginia Department of Health and Human Resources (DHHR)**

    - *Managed Care Program Management (06/2022 to present).* Nicole serves as the program manager for the managed care related projects under the enterprise portfolio management structure. Nicole provides oversight to the project managers of the projects within the Mountain Health Promise (MHP) Procurement Assistance, Mountain Health Trust (MHT) Procurement Assistance, Mental Health Parity, WV Children's Health Insurance Program (CHIP) MCO Transition, and Maximum Out-of-Pocket (MOOP) projects. Nicole works with each of the project teams to help ensure adequate staffing is available throughout the project, project milestones are met, and solutions are reasonable and viable options for the client. Additionally, she provides executive-level communications regarding project progress, risks, issues, and key decisions.

    - *Mountain Health Promise (MHP) Re-Procurement Project (11/2021 to present).* As project manager, Nicole assists the client with management and facilitation of Managed Care Organization (MCO) procurement activities for MHP, including Request for Proposal (RFP) development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the

project meets its goals and objectives.

- **West Virginia Bureau for Medical Services (BMS)**

  o *Mountain Health Trust (MHT) Re-Procurement Project (3/2022 to present).*
  As project manager, Nicole assists the client with management and facilitation of Managed Care Organization (MCO) procurement activities for MHT, including Request for Proposal (RFP) development, proposal response evaluation, and project tracking. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.

  o *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (7/2021 to Present).*
  As project manager, Nicole assists the client with development of a modernization strategic plan, procurement planning activities, and providing subject matter expertise on MES. Nicole tracks the budget, project status, risks, and issues, develops monthly status reports to keep the client informed and helps ensure the project meets its goals and objectives.

  o *Managed Care Encounter Data Quality Project (7/2021 to 2/2022).*
  Nicole worked as a subject matter expert assisting with the transition of managed care encounter claims from a proprietary format to electronic data interchange (EDI). For this project she developed a System Development Lifecycle (SDLC) Coordination Plan to provide a process for reviewing and prioritizing BMS enterprise system updates.

Gainwell Technologies (formerly DXC Technology) (12/2017 to 07/2021). Nicole worked as a senior business advisor for the Member Management Module Team as Kansas developed a new modular MMIS. The Member Management Module includes Member Eligibility, Medicare Management, Eligibility Verification Systems (EVS), and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT). Nicole also led the Business Analysts in the module and produced the end products User Interface (UI) design, role-based access security (RBAC), all system documentation for her subsystems (Design Expectations Document, Detailed System Design, Business Design Documentation, etc.), led her subsystem through the Medicaid Enterprise Certification Toolkit (MECT), and provided subject matter expertise for testing and training.

SR Advise (01/2016 to 12/2017). Nicole worked as a director and account manager to provide creative, strategic and executive services to clients within the healthcare marketing space. She developed and implemented operational plans and strategies to meet clients' individual business objectives and focused on improving organizational performance through enhanced business processes and management strategy planning. Nicole spearheaded a new internship program as well as business growth in the public health arena. She also directed Request for Proposal (RFP) response development, including coordination with both sub and prime vendors.

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Her efforts resulted in adding several new clients and contracts valued at over $2 million in her short time with the company.

SVC, Inc. (07/2012 to 12/2015). Nicole worked as the director of business development and a senior health policy advisor as a systems and managed care SME. She managed high-profile, complex program and system implementations reporting to and advising senior leadership. Nicole assisted in the development of key Medicaid pilot programs, including ones developed to serve as ACA Medicaid expansion vehicles, by identifying potential operational and implementation impacts and proposing best practices. Nicole also identified areas of opportunity and recommended strategies for process improvement for clients' established programs through the consideration of potential impact(s) of policy and programmatic changes on operations, systems, and vendors. Nicole also led non-financial business operations and business development for the company, including business development and procurement, hiring and onboarding of staff, website management, and office operations.

State of Indiana (07/2008 to 04/2012).

- *Medicaid Technical & Systems Integration Manager (02/2011 to 04/2012)*
  Nicole worked as the technical & systems integration manager in the office of Medicaid Policy & Planning to manage, approve, and track Indiana Medicaid system changes and ensure successful integration with vendors. She directed relationship and project management, including leading staff and team members through new initiatives and constant change. As the Managed Care technical SME with extensive knowledge of both the MMIS and vendor systems, Nicole helped establish and design the new SDLC change control board. This team oversaw scope and budget, ensured requirements and design served business needs, and provided the opportunity for improved system integration by giving vendors a voice at the table. In this role, she also directed staff in executing audits and quality control on MMIS and MCO systems changes & MCO performance reporting to help ensure vendor compliance. She was also a key stakeholder in Indiana's initiative to determine its response to the Affordable Care Act (ACA) and recommended actions to the unit's compliance team on contractual delinquencies.

- *Board Director (08/2010 to 02/2011)*
  As Board Director of the Professional Licensing Agency (2010 to 2011) Nicole managed staff operations, including establishing & achieving group goals and ensuring training and employee growth. She established strong relationships with related organizations and governing bodies in which boards had a stake and resolved board issues, including bringing boards into federal compliance and developing new compliancy division.

- *Medicaid Policy & Procedure Analyst (07/2008 to 08/2010)*
  As Policy & Procedure Analyst in the Office of Medicaid Policy & Planning (2008 to 2010) Nicole directed the project implementation, policy development, and program management of Governor Daniel's 1115 waiver program, HIP. She served as the technical resources liaison between vendors and program management with extensive knowledge of the state's Medicaid systems. In this role, she oversaw SDLC and policy

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impacts for all large initiatives impacting the Managed Care Unit. Nicole also oversaw seven vendors, which included the development of program manuals, dashboards and on-site review processes to ensure contractual and regulatory compliance of four MCOs.

Keystone Builders (04/2005 to 07/2008). Nicole worked as a new homes sales consultant to assist clients with building new residential real estate properties. She managed all Indiana communities and launched the "On Your Lot" Division. This role included overseeing vendors and sales assistants and managing all customer sales. Nicole directed sales operations resulting in the 2 most profitable years in the state for the builder, achieving 300%+ higher profit over prior years.

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b, **BerryDunn**

Noeman Ahmed

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Bachelor of Arts in Psychology, Economics and Entrepreneur, Rutgers University
	Strategic Management certification, Harvard Extension School (*in progress*)

Overview

Noeman is an IT business leader with eight years of experience in identifying business needs and determining solutions to business problems for complex healthcare information technology projects. He brings a strong working knowledge of key healthcare business process areas such as member eligibility and enrollment, and member communication (notices), as well as CMS' MITA framework including business areas, business categories, and business processes. His skills include performing stakeholder's needs analysis, defining project scope, performing requirement analysis/gathering and translating them into business requirements, functional requirements, and designing of software in implementing health insurance benefits exchange for states (HIX).

Experience

BerryDunn (08/2020 to present).

- **West Virginia Department of Health and Human Resources (DHHR)** - *People's Access to Help (PATH) DDI Project Management (08/2002 to present)*
  As the Functional Team Manager for State Project Management Office on the WV People's Access to Help (PATH) project, Noeman leads a team of 11 full-time senior business consultant across the three major project workstreams (Child Welfare, Child Support, Integrated Eligibility/CC), covering 29 different DHHR programs. Noeman is responsible for the team's success in a number of key and critical project areas in the requirement and design phases of the SDLC which include management of configuration and design sessions, validating the functional solution, conveying complex business and policy rules, ensuring timely disposition of meeting/configuration/design sessions action items, and validation/providing approval of the overall system requirements and design deliverables. Noeman is also responsible for estimating and maintaining resources projections for responsible tasks, and assists with the development, review, and presentation of the requirements and design project status to senior DHHR leadership. Noeman is known for his ability to ensure completion of team task, project action items, assisting with risk mitigation, and supporting strategic decision makers.

Britstan Technology, Inc. (General Dynamics IT) (04/2015 to 07/2020). Noeman has been a business analyst, serving as a healthcare business SME and the primary liaison between New

York State (NYS) Department of Health (DOH), NYS Department of System (DOS) and other external third-party stakeholders/vendors and GDIT's development/quality assurance team throughout all phases of the software development life cycle (SDLC). He leads his team in performing needs analysis, business process analysis, use case documentation, joint application development/design (JAD) sessions and the documentation of user requirement and functional specification/system requirements into a Requirement Specification Documents (RSD) for business acceptance.

Webtyte LLC (02/2012 to 04/2015). As an IT business analyst, Noeman organized and led requirements elicitation meetings and work sessions with business sponsors, users, and other stakeholders in close coordination with the project manager. He developed both high-level and detailed business, user, functional and non-functional requirements and related documents to support business needs; created test strategy, test plan, test input data for positive and negative testing, test matrix creation and defect analysis; and developed documentation for existing applications and peer-reviewed all documentation created by the team.

Choose NJ Inc. (04/2013 to 06/2013). For this state-led economic development agency for business attraction, assisting with corporate site selection and new net job growth, Noeman complied comprehensive HQ relocation strategies for corporate outreach initiatives; assisted in preparation of mission briefing books containing detailed company and perceptive bios along with meeting schedules; crafted lead generation reports from the trade mission to India and implemented initial outreach to businesses; communicated industry advantages and state incentives; and performed comparative economic development reports between international, national, or state differences.

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b, BerryDunn

Nycole Washington

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	Associates of Applied Science, Computer and Network Administration, Remington College

Overview

Nycole is a dedicated Claims Representative with 20 years of experience in the healthcare industry. Her background includes processing and auditing Medical (professional, hospital), Dental, Medicaid, Medicare claims for payments, adjustments, data entry, refunds and interpreting network pricing. She was responsible for performing quality assurance reviews in accordance with guidelines, and has developed excellent analytical, organizational, and communication skills.

Experience

BerryDunn (04/2022 to present). Nycole is a consultant with BerryDunn's Medicaid Practice Group (MPG)

West Virginia Bureau for Medical Services (BMS)

- *Fee Schedule and Edit Quality Review Project (04/2022 to present).*

  Nycole serves as a Subject Matter Expert (SME) for the project. She focuses on evaluating the MMIS fee schedules and claim edits to ensure MMIS setup complies with Medicaid policy and to provide analysis of cost-savings opportunities for BMS.

- *Payment Error Rate Measurement (PERM) RY2023 Project (04/2022 to present).* Nycole serves as a project SME for the PERM project. She focuses on validating data processing and medical record errors, researching error remedies and providing recommendations for resolution of PERM errors cited for West Virginia.

- *Public Health Emergency (PHE) Support Project (04/2022 to present).*

  Nycole supports the PHE Support Project to assist West Virginia with the preparing and planning and unwinding activities once the PHE ends.

NCI Company (03/2017 to 03/2022). Nycole worked as a Lead Medicaid Reviewer with CMS's Payment Error Rate Measurement project, where she developed performance standards for less experienced staff to meet CMS metrics/timeliness requirements, worked with Medicaid staff to set goals, develop processes, and set timeliness, and collaborated with IT staff to gain access and troubleshoot problems that prevent access and troubleshoot problems that prevented access to state MMIS for direct reports. She supported team members with review of exceptions and resolution of conflicting findings from lower-level reviewers while also working

one to one with less experienced reviewers to develop individualized standards involving claims processing, authorization, and payment. This required reviewing individual outcomes against these standards and collaboratively developing an individualized corrective plan. She researched complex review situations, analyzed multiple claim processing, eligibility enrollment, and provider enrollment systems, and made informed decisions to determine if the information in all systems resulted in an accurate payment determination. Nycole consulted with management and staff stakeholders the implication of how state and federal polices and regulations were applied in differing claims scenarios. In addition, she read, interpreted, and applied complex federal and state regulations and their impact to claim processing. She suggested revisions to any impacted work products or standard operating procedures as a result of changes in federal or state regulations impacting Medicaid claims payment accurately. Nycole conducted audits of claims processing systems across the country, worked closely with the state liaison to determine missing items to complete review, and analyzed Federal and State regulations / policies for Medicaid and CHIP reimbursements. Nycole determined if monies paid by the states were made in accordance with Federal and State policies for Medicaid and CHIP. For each state, she performed audits accessing several systems and applications, such as MMIS, PECOS, Citrix, QNXT and Facets while maintaining the confidentiality of patient information in accordance with HIPAA regulations and participating in entrance and exit conferences with key personnel in state Medicaid agencies. She also participated in drafting and producing monthly and end-of-review period reports, and identified and reported potential fraud discovered during the audit process.

Star Administrators (11/2015 to 03/2017). Nycole worked as a Claims Analyst to adjust and process claims (medical, Medicaid) as the main customer service contact to resolve issues and identify customer needs in a proactive manner. She reviewed and processed insurance to verify medical necessities and coverage under policy guidelines, utilized systems to track complaints and resolutions, and verified correct plan loading.

BroadPath Healthcare Solutions (07/2014 to 11/2015). Nycole worked as a Claims Processor to manage UB and HCFA claims, check claims to make sure each claim processed correctly according to the benefits and plans, and maintain quality and production goals. She adjusted claims due to corrective billing or additional charges.

Dell Inc. (09/2013 to 07/2014). Nycole worked as a Senior Claims Operations Associate to reprocess claims for United Health Care applying correct Medicaid rates. She assisted with training of staff on COB and Medicaid claims, and served as point of contact for questions from team members.

REDC Default Solutions LLC (01/2012 to 09/2013). Nycole worked as an Operations Assistant to manage sensitive information utilizing appropriate macros. She captured credit scores to upload for reporting, uploaded documents to internal/external systems, verifying for accuracy, and tasked files in Equator system to appropriate status. She provided quality assurance reviews, created various reports that consisted of aged files, monitoring of files for compliance, and wrote Welcome/Decline/Solicitation Letters. She processed incoming daily mail and monitored fax boxes and emails from the Borrower and/or the Agent

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BlueCross and BlueShield of Texas (05/2011 to 08/2011). Nycole worked as a Claims Examiner to research claims for refund. She adjusted Medicare, Cob claims due to other insurance paid primary; adjusted claims paid due to billing errors; adjusted claims that were paid due to duplicate payments; and adjusted Workers Comp claims to apply due to reimbursement **Unicare Insurance (10/2000 to 07/2010).** Nycole worked as a Claims Representative to process UB and HCFA 1500 Claims, obtain the contracted allowed amount from Unicare's rental network partners, and monitor the timeliness of the claims for their networks. She worked with the network contacts on outstanding claims, providing claims payment status and check information, and responded to emails, faxes and correspondence to obtain the appropriate information, as well as the utilizing WGS and STAR systems to apply updates. She processed claims according to their benefit profile and Explanation of Benefits and adjusted claims while performing extensive data entry. She keyed in professional, hospital claims in WGS and STAR systems and also used Pinnacle, Citrix, Hanstar.

b) BerryDunn

Peter Alfrey, PMP, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Manager
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Bachelor of Arts in Journalism and Communication, Spanish Minor, University of Oregon
	Master of Arts in History, Providence College
	Certified Project Management Professional
	LEAN Six Sigma Green Belt Certification
	Prosci® Certified Change Practitioner

Overview

Peter is an experienced project manager and healthcare operations professional with an extensive record of leading successful projects, providing program management oversight, and managing healthcare operations and process improvement initiatives. From his work establishing a data governance council at the Vermont Green Mountain Board in 2014 to leading various projects and serving as a program manager for the West Virginia Department of Health and Human Resources and Bureau for Medical Services, Peter brings comprehensive knowledge about health plan operations, process improvement, procurements and vendor management, and best practices that support Medicaid and health and human services client initiatives. He has a proven record of leading and collaborating with large, cross-functional teams to support system implementations, data management initiatives and policy initiatives.

Experience

BerryDunn (03/2014 to present).

- **West Virginia Bureau for Medical Services (BMS)**
  - *Enterprise Portfolio Management Office (EPMO) (09/2018 to present).* Peter provides strategic direction for BerryDunn's EPMO team and for specific DHHR/BMS projects. EPMO projects and programs include:
    - *Organization Development Services (06/2022 to present)*
    - *Public Health Emergency (PHE) Support (12/2021 to present)*
    - *Medicaid Enterprise System Modernization Strategy and Procurement— Phase I, II and III (10/2020 to present)*
    - *MCO Encounter Data Quality—Phases I and II (06/2020 to 02/2022).*
    - *Mental Health Parity and Behavioral Health Services Support (05/2020 to 09/2022)*

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- Data Improvement Project—Phases I, II and III (09/2019 to present).
- Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (09/2019 to present).
- Mountain Health Trust (MHT) MCO Procurement Assistance Project Phases I and II (06/2019 to 06/2021), and MHT Re-Procurement (03/2020 to 08/2022)
- Contact Tracing (04/2020 to 09/2022).
- Coordinated Care Management Project Management and Procurement Assistance / Mountain Health Promise (MHP) Implementation Project Management Support and Operational Readiness Review (02/2019 to 06/2020) and MHP Re-Procurement (10/2021 to 09/2022)
- MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present).

- Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to 03/2019).
Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 02/2018).
Project Management of MMIS Procurement, DDI, and Certification (10/2014 to 12/2016).
West Virginia Children's Health Insurance Program (WVCHIP)

  o Operational Readiness Review (09/2020 to 01/2021)
  o MCO Transition Planning Project Phases I and II (03/2019 to present).
  Out-of-Pocket Maximum (05/2021 to present)

West Virginia Department of Health and Human Resources (DHHR) - Integrated Eligibility Solution (IES)/People's Access to Help (PATH) DDI Project Management (08/2018 to 11/2019).

- **New Jersey Division of Medical Assistance and Health Services** – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017). Peter supported testing efforts for New Jersey MMIS implementation in areas such as SIT test case and results review, SIT test case analysis, UAT support, and UAT defect management. Such testing support leveraged and reused best practices and documentation from the West Virginia MMIS procurement in 2015.

- **Vermont Green Mountain Care Board (GMCB)** – Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014). Peter led the efforts to help the GMCB build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.

- **Maryland Health Benefit Exchange (HBE)** – *Independent Verification & Validation (IV&V) for Maryland's HBE Implementation (03/2014 to 04/2014).*
  As a business analyst, Peter worked with Maryland's Project Management Office and its strategic partners to coordinate projects. He monitored risks and issues across key assessment areas—such as project management; operations and maintenance; training; quality management and testing; requirements management; architecture; software development tools and release management; software product development, operations, and maintenance; and security.

Martin's Point Health Care (12/2008 to 02/2014). As the operations manager, Peter provided performance monitoring, process improvement, project management, data management, and operational efficiency and effectiveness for Martin's Point's Medical Management group. He managed cross-functional teams to implement complex projects; managed vendor relationships and contract negotiations; and served as client contact for external care management vendors.

Health Dialog (07/2006 to 11/2008). As Implementation Project Manager, Peter oversaw operational planning, execution, and reporting of multi-faceted projects for new and existing clients (health plans, large employers, and government care management programs), including BlueCross BlueShield (various regions), Capital Health Plan, and CMS. He also managed cross-functional implementation teams, maintained communications with clients, set expectations regarding scope, and managed implementation schedules while managing multiple, concurrent implementations. He also served as Project Management Office lead for company's smoking cessation nicotine replacement solution and initiative overseeing product development work and collaboration with third-party vendor.

Presentations

Facilitator, *"Workshop: Outcomes Based Certification", Medicaid Enterprise Systems Conference (MESC), Boston, MA, August 2021.*

The 2020 Final Rule—Understanding new flexibilities to control costs and deliver care, a BerryDunn blog, 11/2020

Podcast, "Medicaid and Children's Insurance Program (CHIP) Managed Care Monitoring and Oversight Tools", 11/2020.

Podcast, "Resumption of Normal Operations: PHE Considerations for States", 09/2020.

COVID-19 and Opportunities to Reboot Managed Care, a BerryDunn blog, 09/2020

The Case for Data Governance in the Modular Medicaid Enterprise, a BerryDunn blog, MESC, 09/2016

Session abstract *"State Roundtable on Section 1115: Substance Use Disorder (SUD) Demonstrations; Updates from states who are implementing Section 1115 Waivers to combat the opioid crisis. Focus on opportunities and challenges in each state, opportunities for partnership and collaboration, leverage and reuse"* selected by MESC organizers for a

conference in Portland, Oregon, featuring representatives from West Virginia, Virginia, and Massachusetts, 09/2016

Innovation in a Digital Era: Using Data to Pivot to "the New" presentation for MESC 2016, co-presented with a BerryDunn colleague and professionals from Accenture plc (Accenture), 09/2016

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Rakesh Kuttoppillil

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Testing Manager
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	Bachelor of Science in Engineering, M.S. Ramaiah Institute of Technology Master of Science University of Illinois at Chicago

Overview

Rakesh is an experienced consultant with 12 years of experience in the health and human services, state government, healthcare, retail, and manufacturing industries. This experience includes detailed projects with the ACA, integrated eligibility systems, MMIS, claims processing, HIPAA, electronic data interchange, and ICD-10. He brings an excellent understanding of large-scale full lifecycle implementation, SDLC methodologies, business process reengineering, business requirements elicitation, and testing processes.

Experience

Gantec Corporation (09/2012 to present)

- **BerryDunn (10/2018 to present)**
  - **West Virginia Department of Health and Human Resources (DHHR) -** *People's Access to Help (PATH) DDI Project Management (10/2018 to present)* As WV PATH Testing Manager, Rakesh manages testing efforts by developing and implementing practices and procedures for UAT (User Acceptance Testing), providing leadership and support to WV PATH testing activities, and reviewing vendor deliverables (such as system integration testing [SIT] test cases/results and test plans). He also creates project deliverables and provide dashboard level reporting on testing progress.

Illinois Department of Healthcare and Family Services (HFS) (02/2011 to 09/2018). Rakesh has served on multiple projects for HFS.

- **Integrated Eligibility System (IES) PMO (09/2012 to 09/2018).** As a business analyst through the Gantec Corporation, Rakesh provides overall guidance and direction to meet ACA requirements. This includes helping to ensure that system requires are met as defined by IES business users, coordinating the resolution of implementation issues between the vendor and the State, facilitating design sessions between the vendor and the State, leading deliverable reviews, and tracking key metrics. Rakesh has also planned and validated UAT plans, scenarios, and test cases for the project. He works with the

State to improve business processes, as well as to review and evaluate the vendor's implementation milestones for the project.

- **HIPAA 5010 Upgrade Project (02/2011 to 09/2012).** Rakesh served as a business analyst through Reliance IT, Inc., working from the project initiative phase through the post-implementation phase. As part of this role, he conducted and documented gap and impact analyses to meet the new standard, documented business requirements and functional specifications, analyzed existing workflows to identify improvements, assisted in the development of project initiation requests to document new features that were required to meet the standards, worked on various X12 transaction sets, and assisted in all aspects of testing.

Ecalix, Inc. (08/2010 to 01/2011). Rakesh served as a business analyst with Ecalix's Walmart contract, working with business owners to document requirements for various technical solutions. This included gathering business requirements by interacting with the merchandising technology SMEs and project managers to get a better understanding of the business processes, creating As-Is and To-Be process models, participating in JAD sessions and working with the development team to determine the technical solution, and conducting requirements review meetings to identify missing or incomplete requirements. Throughout this work, he helped to ensure that requirements are complete, traceable, feasible, unambiguous, and verifiable.

Trustek, Inc. (04/2008 to 07/2009). Rakesh was involved in the customization and configuration of SAP Procure-to-Pay process. As a business analyst, he conducted workshop and discussions with users and business process owners in understanding current business processes and documenting those business processes. He also conducted a gap analysis to determine any extended functionality that needed to be defined before realization phase, and prepared business process blueprints for procurement, inventory management, and invoice verification.

Broadwind Energy, Inc. (10/2007 to 03/2008). Rakesh served as engineer for Broadwind. He analyzed costs, processes, planning and functional controls to ensure continuous improvement to cost, quality, and delivery. He also developed, implemented, and improved processes for manufacturing gear related products, and developed and reviewed the precision and accuracy of manufacturing documentation and procedures.

University of Illinois at Chicago (04/2006 to 08/2007). As an IT graduate assistant, Rakesh managed the department database and participated in student appointment processes. He also provided network administration, technical and end-user support, and report production using MS Access.

ETA Technology Pvt. Ltd. (09/2004 to 02/2005). Rakesh developed and reviewed conceptual designs to assure these met plant, corporate, and project specifications. He also created manufacturing documentation such as BOMs, change orders, and manufacturing test specifications.

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Ruth Ferris, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts, University of Western Ontario Certified Project Management Professional

Overview

Ruth Ferris is a Medicaid Business Consultant with 20 years of experience supporting the build-out of MMIS and other government healthcare systems and operations. Her expertise includes project team management, business and systems requirements analysis, MITA standards and guidelines, proposal development, systems integration testing, and fiscal agent account management.

Experience

BerryDunn (10/2014 to present)

- **West Virginia BMS (10/2014 to present)**
  Ruth is serving as part of BerryDunn's project management team for the implementation of West Virginia's Molina HealthPAS MMIS, providing specialized knowledge and expertise on a range of development aspects and supporting the on-time completion of project milestones. Her work entails reviewing Molina deliverables, including business/technical design documents and system specifications, for quality, compliance with contractual requirements, and alignment with industry standards and best practices; identifying issues and providing recommendations for remediation; supporting UAT; and providing task, work plan, and schedule inputs in support of the State's preparation of the CMS Medicaid Enterprise Certification Checklist Review and compliance with federal mandates.

Electronic Health Resources (EHR) LLC, MITA Solution Architect (05/2014 to 09/2014). As a MITA Solution Architect on a MITA alignment project for a state Medicaid enterprise, Ruth aligned the vendor's system and operations solution with CMS' MITA architecture using EHR's ReadyCert software.

Computer Science Corporation (CSC) (05/2011 to 12/2013). On the MMIS Development Project for the State of North Carolina, Ruth held the following positions:

- *Claims Subject Matter Expert (05/2012 to 12/2013):* Ruth led a team of six business analysts who developed claim edit criteria documentation and executed functional tests; developed schedule and resource breakdown, and sequenced and assigned tasks to

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ensure on-time completion; delivered table data for 600+ edits and ancillary documentation for an additional 4,500 audits, all of which met client approval; reported progress to technical leads, implementation managers, and the PMO; optimized performance by identifying key functional user interface design changes from test results and fit/gap analysis; and developed a claims procedures manual that met all milestones and earned client approval upon first submission.

- *Claims Development String – Test Lead / SIT Analyst (05/2011 to 05/2012):* Ruth created and implemented methods, strategy, and work plans to string-test claims processing software code. She documented defects and collaborated with developers to manage defect resolution; assigned work to analysts and developers; reported progress to project managers, development leads, and system architects; mobilized the team to develop and execute 212 string-test scenarios spanning edits for all business process areas; validated results to >90% accuracy (the delivered code reduced subsequent SIT failure rate and test time); and developed metrics and reports to measure, monitor and control work for Claims SIT Team.

MMIS Vendor Proposal Development Support (10/2008 to 06/2009; 12/2009 to 12/2010; 01/2011 to 04/2011). Ruth supported MMIS vendors ACS (A Xerox Company) and CSC, with the development of proposals to state agencies. She analyzed RFP requirements and MITA SS-As against business and functional areas of the proposed solution in order to present an effective technology-operations solution based on the requirements set forth in the RFP. In addition, she researched and analyzed systems and operational requirements, designed source documents to ensure accurate responses to evaluation criteria, and incorporated MITA maturity model concepts.

First Health Services Corp (Fiscal Agent Division), a subsidiary of Coventry Health Care (08/1994 to 01/2001; 11/2005 to 09/2008). As the Director of Account Management for the New York City Department of Health and Mental Hygiene Early Intervention Program, Ruth directed all aspects of fiscal agent contract specific to healthcare claims processing and reimbursement operations. She hired, trained, and managed an operations manager, administrative manager, and a team responsible for provider relations, data entry, technical support, third-party liability, document control, finance, and accounting; provided subject matter expertise to off-site software developers in order to implement modifications and enhancements to existing claims applications; ensured federal HIPAA, NPI, and EIP Program compliance; and achieved 100% staff retention through team building and leadership. As Project Director, she directed a fiscal agent contract, including 17 staff, in healthcare claims processing and reimbursement operations in support of a $10M five-year contract and achieved a 400% increase in lines processed, grew electronic submittals to 90% of claims received, and achieved zero performance penalties/liquidated damage assessments.

CSC (02/2001 to 07/2005). Ruth held the following positions on the New York MMIS project:

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- *SIT Analyst, MMIS Claims & Encounters (11/2004 to 07/2005):* Ruth collaborated with web developers, project managers, test team, and clients to verify intended functionality of web pages, and provided fiscal agent and client training and support.

- *Lead Web Test Analyst, MMIS Claims & Encounters (01/2003 to 10/2004):* Ruth led a team of 10 test and business analysts to analyze requirements, design, business processes, and performance standards impacting the functionality of all MMIS subsystem display groups.

- *Business/SIT Analyst, MMIS Pharmacy, Claims & Encounters (02/2001 to 12/2002):* Ruth performed SIT for the eMedNY POS System, an online, real-time pharmacy claims adjudication system.

Sarah Colburn

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	25 years
Certifications and Education:	Bachelor of Arts in Developmental Psychology, University of Illinois Springfield
	Graduate studies, Human Development Counseling, University of Illinois Springfield
	MLC Certified Medicaid Professional (MCMP-II)
	Prosci® Certified Change Practitioner

Overview

Sarah is a committed, results-driven, detailed-oriented professional with 25 years of experience in the areas of leadership, program development, and problem solving. She brings a superior ability to research, develop, and implement strategies that are designed to optimize goals and achieve objectives. She has a proven success record in development of systems, processes, and procedures created to streamline operations and increase efficiencies.

Experience

BerryDunn (07/2019 to present). Sarah is a senior consultant with BerryDunn's Medicaid Practice Group.

Iowa Department of Human Services

- *Iowa MES Modernization Project (5/2022 to present)*
  Sarah is currently serving as the provider enrollment SME for the modernization efforts in Iowa. Her duties include vendor procurement efforts, RFI development, strategic planning, proactive risk and issue management, and assistance to build strong relationships and trust between all stakeholders.

West Virginia Bureau for Medical Services (BMS)

- *Fee Schedule and Edit Quality Review Project (02/2020 to present).*
  Sarah currently serves as the project manager, assisting West Virginia with research and analysis of policies, procedures, and MMIS configuration, which often provide cost-savings opportunities for BMS. She manages budgets and project deliverables and works closely with the client to ensure requirements and expectations are fully met.
- *Provider Enrollment Services (PMS) Project (09/2019 to present).*
  Sarah is currently serving as a Subject Matter Expert (SME) for the PMS project and has previously served as the Project Manager. Her current role in the project

consists of assistance with the enrollment of Medicaid providers into the MMIS, developing documentation, and review of federal guidelines to ensure West Virginia is remaining compliant with new and existing guidance.

o *Public Health Emergency (PHE) Support Project (03/2020 to07/2022).*
Sarah supported the project with research of specific states and how they navigated through the PHE. She was responsible for completion of the COVID News Roundup which outlined federal and state updates and was presented to BMS on a biweekly basis.

Illinois Department of Healthcare and Family Services (09/2018 to 07/2019). Sarah served as a business analyst for the Medicaid state entity. She assisted State staff in creating policies that are consistent with requirements and mandates of federal and state administrative rules. She worked as a member of the federal compliance and certification team for the State, assisted with UAT for software upgrades to the IMPACT system, and assisted with completing review of paid claims for CMS PERM and state audit completion. She also worked investigating and documenting PERM audit findings to assist the State in resolution of seemingly inappropriately paid Medicaid claiming.

Illinois Department of Human Services (10/2010 to 09/2018). As a Medicaid consultant, Sarah served as a liaison with the Department of Aging, Department of Developmental Disabilities, and Department of Healthcare and Family Services personnel to ensure compliance with federal rules and regulations. She performed claiming reject investigations, resubmission of corrected claiming data using electronic data processing, and recommendations for claiming software modifications. Sarah was the lead worker assisting the Department in review and response of Illinois Healthcare and Family Services (IHFS) financial auditing for several Federal budget periods.

CQuest America (03/2001 to 05/2009)

- **Manager, Systems Integration and Project Management (04/2008 to 05/2009).** Sarah provided oversight of new software development to increase productivity and efficiency of the central billing office. She managed timelines, distribution of duties, budgetary guidelines, and final production for all projects required by the central billing office to the meet the contractual requirements of the Illinois Early Intervention Program.

- **Manager, Central Billing Office (09/2006 to 04/2008).** In this role, Sarah managed daily operation of claims, provider enrollment, third-party reimbursement, Medicaid, and central support functions for the Illinois Early Intervention Program. She ensured that the office met all contractual and procedural requirements of the program, as mandated by the Department of Human Services, and worked to develop and implement procedural guidelines to receive maximized Medicaid matching funds.

- **Manager of Insurance Claims Processing (07/2005 to 09/2006).** Sarah had oversight of claims and insurance unit functions for the Illinois Early Intervention Program. She established and organized an insurance unit whose primary function was to maximize

private insurance benefits and implemented trainings to educate service providers and regional office staff.

- **Claims Processing Supervisor (03/2001 to 07/2005).** Sarah's duties included payroll functions, preparation, and distribution of yearly evaluations, hiring, and preparing reports. She also assisted in the development and implementation of insurance billing policies for the Early Intervention Program.

University of Illinois at Chicago – Division of Specialized Care for Children (03/1997 to 03/2001)

- **Medical Claims Specialist.** Sarah was responsible for effectively managing and processing various types of medical claims received, updating, and maintaining claim files, responding timely to internal and external inquires for claims information, preparation of letters, reports, and forms, and confirming claim payments were made based on relevant federal and state regulations. She also was responsible for review and resubmission of previously denied claims to Illinois Medicaid.

Sarah Ratliff, MBA, Prosci®

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Bachelor of Arts in Psychology and Criminology/Investigations, West Virginia University Master of Business Administration, University of Charleston MLC Certified Medicaid Professional (MCMP-II)

Overview

Sarah is a project and program manager in BerryDunn's Medicaid Practice Area (MPA) with over five years of project management experience in a variety of projects and initiatives, including Medicaid Management Information System (MMIS) design, development, and implementation (DDI), MMIS certification, provider enrollment and management services, and Medicaid Information Technology Architecture (MITA). Sarah is a professional who excels at critical and analytical thinking, team building, organization, and focused delivery. Sarah's day-to-day motivation is to deliver quality work products to the client while striving to provide the highest customer satisfaction.

Experience

BerryDunn (05/2015 to present). Sarah works in BerryDunn's Charleston, West Virginia office, assisting with Medicaid agency clients.

- **West Virginia Bureau for Medical Services (BMS)**

    o *Provider and Managed Care Portfolio Management (07/2022 to Present).*

    Sarah provides oversight to the Program Managers of the Provider and Managed Care Programs. Sarah works with each of the Program Managers to help ensure adequate staffing is available across the program, provides strategic direction regarding the program areas, and ensures the programs are meeting the needs of the client.

    o *Provider Program Management (06/2019 to 6/2022).*
    Sarah served as the program manager for the provider projects under the Provider and Managed Care enterprise portfolio management structure. Sarah provides oversight to the project managers of the projects within the Provider Program including Provider Management Services (PMS), Electronic Visit Verification (EVV), Access to Care (ATC), and the Electronic Health Record

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(EHR) Promoting Interoperability (PI) Audit. Sarah works with each of the project teams to help ensure adequate staffing is available throughout the project, project milestones are met, and solutions are reasonable and viable options for the client. Additionally, she provides executive-level communications regarding project progress, risks. issues, and key decisions

o *West Virginia Children's Health Insurance Program (WVCHIP) Managed Care Organization (MCO) Transition Project (01/2021 to present).*
Sarah serves as the project manager for the WVCHIP MCO Transition project where she assists the State team in the daily operations and oversight of the MCOs that are transition the WVCHIP fee-for-service population to an MCO-based population. In this role, Sarah communicates with the State and Vendor partners regularly, reviews deliverable documents, analyzes enrollment reports, and facilitates weekly meetings between the organizations. Sarah manages budgets, timelines, and project resources to ensure the project remains compliant with federal and state regulations.

o *EVV Solution Implementation Project (10/2020 to present).*
Sarah is the project manager for the EVV Solution Implementation project where she manages project documentation including budgets and timelines, and works closely with the client to help ensure project tasks remain on track and in compliance with federal guidelines. Sarah assists the client with outlining new and existing federal regulations that are required to be met through this process. She has led the team through the request for proposal (RFP) development process, successfully evaluated bids, and supported the client as the new vendor, HHAeXchange, was on-boarded. Sarah effectively communicates with the federal partner, CMS, on a regular basis to help ensure the client is remaining compliant with new and existing federal guidance.

Third-Party Liability (TPL) Procurement Assistance Project (10/2020 to 02/2021).
Sarah serves as the interim project manager for the TPL Procurement Assistance project where she assists the client with RFP activities, including coordination of the vendor question and answer process; preparations for the proposal evaluation process, including development of the scoring documentation; and preparations for onboarding the new TPL vendor. Sarah monitors project documentation including budgets, timelines, and deliverable activities, as well as provides the client guidance regarding communications to and from CMS.

o *Enterprise Project Management Office (EPMO) Project (11/2018 to present).*

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Sarah assists with project management tasks and coordination of the overall engagement. Sarah works closely with the client on staffing and project approvals, and assists with managing the tracking of all projects within the engagement.

o *Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to 06/2019).*
Sarah is currently serving as the organizational change management lead for the EVV implementation project. Sarah works closely with the client to plan, coordinate, and facilitate bimonthly stakeholder meetings. Sarah assists with all stakeholder correspondence and communicates with all interested parties on a regular basis.

o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (07/2017 to 08/2018).*
Sarah served as the project manager for the MITA maintenance and annual update project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.

o *Provider Enrollment (PEA) Project (01/2017 to 05/2019).*
Sarah is currently serving as the project manager for the PEA project, managing budgets and project deliverables, and working closely with the client to ensure requirements and expectations are fully met.

o *Project Management of MMIS Procurement, DDI, and Certification (05/2015 to 10/2016).*
Sarah served first as a project coordinator and then as the change management lead for BMS' MMIS implementation. She worked closely with the client and vendor to ensure all processes were followed correctly and completely when requests were made. Sarah created flow charts, checklists, and other helpful documents to assist the State in adhering to and simplifying the complex processes that were to be followed.

Kanawha County Sheriff's Office (06/2013 to 05/2015).

As a legal process clerk, Sarah worked to help organize and prepare official court documents for service by deputies. She also developed monthly reports to determine percentages of official court documents served versus those documents returned; maintained a daily deposit and a monthly deposit roster; effectively developed responses directed to prosecutors and judges; and communicated with the public and directed them to the appropriate official or agency.

Kanawha County Assessor's Office (08/2012 to 06/2013).

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Sarah worked for the County Assessor's Office as a personal property clerk. Her responsibilities included preparing personal property tax tickets for the citizens of Kanawha County; revising existing tax tickets per the Division of Motor Vehicles (DMV) records; and developing and organizing mass mailings of personal property assessment forms.

Publications and Presentations

Third-Party Liability claims: What state Medicaid agencies need to know, a BerryDunn blog (10/13/2021)

The Numbers are in the Data: Finding Value in your TPL Data, Medicaid Enterprise Systems Conference (MESC) (08/11/2021)

Medicaid and Children's Health Insurance Program (CHIP) Managed Care Monitoring and Oversight Tools, a BerryDunn podcast (7/22/2021)

Partnering in the Modular World, Provider Management & Beyond, Medicaid Enterprise Systems Conference (MESC) (08/21/2019)

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Sarah Vintorini

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Degree in Business Administration/Marketing, West Virginia State University

Overview

Sarah brings extensive experience in project coordination and support, including scheduling, decision-making, attention to detail, and meeting minute creation and transcription.

Experience

BerryDunn (11/2019 to present).

- **West Virginia Bureau for Medical Services (BMS).**

  - *Medicaid Enterprise System (MES) (3/2021 to present).*
    Sarah provides business analyst support and deliverable review and development for MES. Sarah developed the as-is environment deliverable as well as supported the development of the to-be environment deliverable. In addition, she developed graphics and presentations to support the project.

  - *Enterprise Data Solution (EDS) (12/2021 to present).*
    Sarah provides business analyst support, deliverable review and creation, and monitors the project schedule and action items. Sarah is working on internal and client deliverables to maintain and strengthen the project's reporting processes. Sarah helps to provide strategic direction on the best approach for monitoring vendor performance and strengthening vendor relationships.

  - *Electronic Visit Verification (EVV) (11/2019 to present).*
    Sarah provides project coordination, deliverable review and creation, and monitors project risks and issues. Sarah helped BMS with the release of their EVV Request for Proposal (RFP), coordinated proposal evaluation and oral presentations, and assisted with the implementation phase of West Virginia's EVV solution.

  - *Provider Management Support (PMS) (11/2019 to present).*
    Sarah provides project coordination, deliverable development and review, and monitors risks and issues related to all subprojects within PMS. Sarah is involved in the facilitation of the Multi-state Collaborative Forum to discuss current and future business needs for the purpose of knowledge sharing, lessons learned, and leverage and reuse. She assisted in developing a comprehensive outreach plan to educate and engage direct care workers and enroll each worker in the

State's Medicaid Management Information System (MMIS).

- o *Mental Health (MH) Parity Compliance Report (04/2020 to 08/2020).*
  Sarah provided project coordination, monitored project risks and issues, and assisted with deliverable development of West Virginia's MH Parity Compliance Report. She coordinated meetings with Managed Care Organizations (MCOs), and helped to gather documentation for accuracy related to Fee-for-Service (FFS) and pharmacy claims.

- o *Mountain Health Promise (MHP) Implementation Project Management Support (01/2020 to 06/2020).*
  Sarah provided project coordination, deliverable review and creation, and monitored project risks and issues during the implementation of a new specialized managed care plan with a diverse stakeholder group across multiple bureaus.

- **Alaska Division of Health Care Services (HCS)** – *Medicaid Management Information System (MMIS) Solicitation Consultant Services (09/2020 to present).*
  Sarah helped develop and distribute a fact-finding survey to gain input from stakeholders and analyzed the results to help develop a presentation of recommendations for discussion and consideration. Sarah assists with the development of deliverables, project presentations, and monitors project action items.

- **West Virginia Department of Health & Human Services (DHHR)** – *People's Access to Help (PATH) DDI Project Management (12/2019 to present).*
  Sarah provides project coordination, tracks action items, and monitors project risks and issues. Sarah assisted the cross-functional team including requirements and design, testing, certification, and compliance throughout the implementation of the Integrated Eligibility System.

West Virginia Governor's Highway Safety Program (2013 to present). Sarah currently serves as a corporate event planner for the West Virginia Governor, focusing on developing, organizing, and planning the annual Highway2Enforcement Conference from inception to execution. Her responsibilities have included securing over $150,000 annual sponsorships, a tradeshow of over 30 vendors from across the country, securing nationally acclaimed speakers, recruiting and registering law enforcement, prosecutors and administrators from across the state all while maintaining the vision of the organization and event. Responsibilities prior to the event include facilitating statewide planning meetings, capturing minutes from each meeting, and distributing minutes in a timely manner, along with carrying out and/or overseeing each action item from the meetings. She has utilized various web-based software systems to handle registration, automatic emails, bulk text messaging, social media, etc.

KISRA (2012 to 2018). Sarah oversaw all marketing, communications, and special events for one of the state's largest non-profit organizations. Her responsibilities included internal and external communications, sponsor requests, reports to funders, and meetings with funders and

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stakeholders. In addition, facilitated various program level strategic planning sessions and carried out the implementation of each plan, creative implementation of grant funds, and more. She held numerous committee and program meetings that required planning, organizing, capturing meeting minutes, and timely follow-up after each.

Terrell Ellis & Associates (2003 to 2007; 2009 to 2012). As a senior program manager, Sarah managed a variety of non-profit and governmental accounts providing services including but not limited to fundraising, marketing and outreach activities, meeting facilitation, grant writing and special events. She was responsible for seeking out and securing new clients, client relations, sales, fundraising, strategic planning, meeting facilitation, grant writing, and special events.

The Salvation Army (2001 to 2003). Sarah served as the director of all communications for one of the state's largest social service agencies. Her responsibilities included securing earned media from print, television, and radio, developing all marketing and outreach materials, implementing a successful Christmas Bell Ringing Campaign, a Capitol Campaign, donor and stakeholder relations, community outreach, and more.

Scott Young

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	22 years
Certifications and Education:	Bachelor of Science in Computer Science, University of Massachusetts
	Microsoft / Boston University Technology Curriculum

Overview

Scott is an innovative and energetic leader with a record of achievement at building and managing solutions to support corporate growth, including development of 24x7x365 customer-facing products and maintenance of internal infrastructure with high availability requirements. He brings expertise in all areas of IT, including integrated enterprise applications, web and database driven portals, servers, network architecture, and help desk support. His experience includes a history of positions with increased responsibility throughout career, culminating in Director of Application and Database Development for a global consulting firm, heading up both U.S. and offshore activities including strategy development, budgeting, and the creation and communication of a technology roadmap to realize corporate vision.

Experience

BerryDunn (09/2020 to present)

- **West Virginia People's Access to Help (WV PATH) (09/2020 to present).** Scott began work on the WV PATH project in March 2020, and serves in the role of Deputy Project Manager. In this capacity, Scott's focus has been within Maintenance and Operations (M&O), and on many of the technical areas of WV PATH. His efforts have involved project management, strategic analysis, and issue/risk remediation across; Iterative M&O formal deliverable improvements, Data Migration, Data Conversion, Master Data Management (MDM), Interfaces/Batches, Large-Scale (Multi-Terabyte) Production Database Data Extraction and Transfers, System Security Assessments, and Plan of Action and Milestones (POAM) mitigation strategies.

Technology Results, LLC (2010 to present). Scott has built this depth of technical subject matter expertise in these enterprise areas through leadership participation in the approach, pre- and post-implementation, and IV&V of detailed solution architecture, and implementation strategies for State Governments that include MA, LA, AR, FL, TX, IN, IA, PA, NJ, WV, and MO.

Recent hands-on project roles include (see bullets below for details); WV PATH Deputy Project Manager, MA HIX/IES Director of Operations and Maintenance, IV&V Technical Lead and System Architect.

These roles involved; implementation readiness, CMS Technical reusability assessments, interface and partner readiness assessments, technical detailed design and interface control documents, service-oriented architecture (SOA) and Agile SDLC assessments, unit testing, system integration testing (SIT), user acceptance testing (UAT), and the creation and client-facing delivery of a variety of project plans, project schedules, and risk and issue assessments.

Projects over the last 10 years involved deep dive articulation of the implementation approaches used to ensure Federal Gate Review standards are met and to define the detailed methodology used to meet the Centers for Medicare and Medicaid (CMS) Seven Standards and Conditions for obtaining enhanced federal funding for eligibility systems development and ongoing O&M.

Specific focus was placed on how the HIX/IES architecture, methodology, and implementation strategies would be established in a capacity which proactively identifies and mitigates risk.

Health Information Technology Project Management Work Experience (2010 to 2020).

- **Massachusetts Health Insurance Exchange (HIX) / Integrated Eligibility System (IES) Program (2010 to 2013; 2016 to 2020).** Serving in the capacity of MA HIX/IES Director of Operations and Maintenance, Scott was a key member of the MA HIX/IES Executive Leadership Team (XLT) and participant in the weekly Executive Steering Committee (ESC) Program Meetings. He evaluates all activities related to Application & DB releases, middleware changes, and advise leadership on issues/risks and path forward options. He helps ensure that non-functional requirements are appropriately defined, and that the application architecture supports these requirements, as well as compliance with Enterprise Architecture, Technology Standards, and Disaster Recovery/Business Continuity Planning. Other roles that Scott has held with the Mass HIX/IES project include technical lead from 2017 to 2018, senior enterprise systems architect from 2016 to 2017, and IV&V technical lead from 2010 to 2013.

- **West Virginia MMIS Medicaid Management Information System (MMIS) Project (2014 to 2016).** As the IV&V testing manager, Scott was responsible for operations issue/defect management and post go-live system stabilization activities. He identified the structure and activities related to the IV&V of defect/issue resolution and reporting (i.e., number of issues/defects Identified per day, number of issues/defects resolved per day, validating corrections, average rate of closure, burndown, and validating adherence to the issue/defect Lifecycle through UNIT/SIT/UAT/PROD). He also participated in the creation of the Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS) Access to Care reports, and the MMIS Certification System Review Packet creation and review for evidence-delivery to CMS. He created the UAT test plan, managed client-facing inspection, and participated in technical reviews of Unit, SIT, Regression, Parallel, and End-to-End Testing, and the complex client-facing

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selection/creation/planning/operationalizing activities associated with the Test Case bed used by the client during UAT.

- **West Virginia Data Warehouse & Decision Support System (DW-DSS) Project (2014).** Scott served as the IV&V reporting manager, bring experience in start-up, design, development, launch, and ongoing maintenance/operations of complex web-portal architecture and integrated data warehouse systems (including hands-on expertise with Oracle PL-SQL and MS T-SQL). He also completed the Operational Readiness Assessment for this DW-DSS project. Additional projects he worked on during time included the Provider Re-Enrollment (PEA) and ICD-10 projects.

- **Missouri Eligibility Determination and Enrollment System (MEDES) Project (2013).** Scott performed an IV&V Agile Assessment. Participated in the Technical Architecture Assessment, Federal Data Services Hub (FDSH) Attestation Testing, and the Project Management Organization (PMO) Council Meetings.

- **West Virginia Eligibility and Enrollment (E&E) Project (2013).** As the IV&V technical lead, Scott assisted with efforts on the 55 County Site Infrastructure Upgrade assessment, Advanced Planning Document (APD & APD-U) creation and finalization, SIT, UAT assessment and participation, System Security Plan (SSP) Workbook, and Safeguard Procedures Report (SPR) creation/reviews. In parallel, he was also involved in the Patient Protection and Affordable Care Act (PPACA) project engaged in the weekly executive-level ACA Implementation Project Management Team meetings.

PRTM Management Consultants, Inc. (2004 to 2010). Prior to acquisition by PwC, PRTM was a global $300 MM operational strategy consulting firm with 750 employees. Scott served as the Director of Application and Database Development, where he was invited to lead the global application and database development across PRTM and its subsidiary, The Performance Measurement Group (PMG). This included accountability for the 24-7 availability of the full suite of internal staff- and external client-facing enterprise integrated applications, managing a $2 MM P&L, and leading a 30-person team consisting of 10 internal staff and 20 contractor/offshore team members.

The Performance Measurement Group (PMG) (A PRTM company) (2000 to 2004). As the IT Director, Scott's responsibilities included the start-up, design, launch, and ongoing development of PMG's award-winning "My Scorecard" Supply Chain Benchmarking web portal. This innovative secure portal held key performance data from more than 750 companies across 1,000+ Supply Chains and enables PMG clients to log-in, enter data in secure questionnaires, and view dynamic BI Scorecard reports to assess their Supply Chain and Product Development performance against similar industry peers. Technology stack included .NET, ADO, AJAX, XML, Win2K3, and SQL2K5 64-bit virtualized n-tier environments.

Pegasus Communications, Inc. (01/1998 to 06/2000)

- **Director of Information Systems (1999 to 2000).** In this role, Scott established technical architecture, managed IT hiring and staff training as well as the $250,000 IS

budget, integrated VB and T-SQL customizations into Solomon financial/order-processing ERP product, created ASP shopping cart implementation, developed CRM/ERP financial database integration process, and negotiated and approved all IT vendor hiring and staff training.

- **Information Systems Manager (1998 to 1999).** In this role, Scott project managed the implementation of a $400,000 integrated financial/order-processing MS SQL 6.5 database, successfully negotiated a $50,000 settlement for unrealized software functionality from a software vendor, designed Access and Crystal reports reflecting real-time sales, marketing, and customer relations results, managed SMPT mail server reliability and functionality as well as T1 PBX, and established SQL data exchange, security, remote access, Internet access, backup, and LAN archiving.

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	Bachelor of Business Administration in Computer Technology, University of Nebraska at Omaha PMI Certified Associate in Project Management (CAPM®) #3237018 Medicaid Learning Center (MLC) Certified Medicaid Professional (MCMP-II)

Overview

Shelly is a consultant in BerryDunn's Medicaid Practice Area with excellent organizational, problem-solving, and analytical skills. She brings over 10 years of working in healthcare and the non-profit field providing project, analytical, and administrative skills.

Experience

BerryDunn (01/2019 to present). Shelly serves as part of BerryDunn's Medicaid Practice Area, working with the West Virginia Bureau for Medical Services (BMS) on project management initiatives.

- *Enterprise Project Management Office (EPMO) (01/2019 to 10/2021).*

  Shelly supported the WV EPMO project with business analysis, project coordination, and management tasks. She worked with the State to maximize productivity and developed State-approved templates used across the engagement. Shelly also worked as a subject matter expert (SME) for Advance Planning Document (APD) in development and updates to project narratives and timelines.

- *Third Party Liability Options Analysis and Procurement Assistance Project (04/2019 to 03/2022).*

  Shelly served as the project SME for the TPL project. She focused on business analysis, project coordination, and management tasks. As a SME, Shelly supported deliverable development, requirements definition, conducts research on federal and state guidance, and performs gap analysis between the Request for Proposal (RFP) and State identified requirements.

- *Payment Error Rate Measurement (PERM) Project Phase II (11/2019 to present).*

Shelly serves as a SME for the project. She focuses on identified error life cycles, tracking requests, data analysis, corrective actions, and Corrective Action Plans (CAPs). She supports the Quality Control (QC) unit in error tracking and drafting of the Medicaid Eligibility Quality Control (MEQC) Planning document.

- **West Virginia People's Access to Help (PATH) (06/2020 to present).**

  Shelly supports the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DHHR program service systems into a single enterprise. Her work entails reviewing deliverables, including business/technical design documents and system specifications, for quality, compliance with contractual requirements, and alignment with industry standards and best practices; identifying issues and providing recommendations for remediation; supporting UAT.

- **Enterprise Data Solution (EDS) Implementation and Centers for Medicare & Medicaid Services (CMS) Certification (06/2021 to present).**

  Shelly serves as the Deputy Certification Lead and provides federal regulatory and certification subject matter expertise on the project. She is supporting the State and vendor in preparation for the Operational Readiness Review (ORR) and Certification Review (CR) for the solution. Shelly is working stakeholders in reviewing and determining state-proposed outcomes and corresponding metrics.

- **West Virginia Public Health Emergency (PHE) Support (04/2022 to present).**

  Shelly serves as a SME for the project. She focuses on tracking flexibilities and associated tasks for completion once the PHE has ended.

CHI Health Foundation (08/2018 to 01/2019). As the foundation coordinator, Shelly led the coordination and management of projects, campaigns, and events from inception to successful completion. She analysed gifts to determine appropriate campaigns, funds, and appeals for each processed gift, as well as processed daily gift batches and produced gift receipts and acknowledgement letters. Additional responsibilities included working with the National Office to research local high-profile donors who align with the Foundation's core values and directing aspects of the fund development database (Raiser's Edge).

Father Flanagan's Boys Home (04/2008 to 08/2018).

- *Development Project Specialist (01/2016 to 08/2018).* In this role, Shelly developed, maintained, and monitored detailed project schedules, including timelines, workflow, budgets, personnel, and resources. She researched high-profile donors via online data sources for the executive director and SVP of Development, and coordinated events hosted by National Development. During this time, Shelly also began integration of the Blackbaud Luminate Online system. For this project, she coordinated and took lead on

ensuring timely completion. In addition to integration, she began the process of building online campaigns with matching appeals.

- *Training and Evaluation Data Specialist (05/2013 to 01/2016)*. Shelly managed data files to help ensure accuracy and security. She summarized the results of training and evaluation activities; organized and prepared high-quality reports, graphs, and charts of departmental activities; and constructed and maintained staff evaluation and program fidelity instruments.

- *Project Support Specialist (12/2011 to 05/2013)*. Shelly assisted with the migration of three databases into one newly created CRM, assisting with accurately mapping data fields and migrating 7.3 million donor records. She researched foundations, organizations, and individuals using several online databases to compile into a constituent report.

- *Data Analyst (04/2008 to 12/2011)*. Shelly evaluated data collected through research, task analysis, business processes, surveys, and workshops. She updated and maintained consumer contact and other data through web-based portals and other databases; updated and maintained lists of materials, contracts, and departmental data in a central location; and utilized online systems to send and track marketing campaigns.

Sudha Ganapathy, PMP®, Prosci® ITIL (F), LSSGB, MCMP-II

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	25 years
Certifications and Education:	Bachelor of Arts in Computer Science, Rutgers University
	SDNBV College, TamilNadu, India – Major: Chemistry, Minor: Mathematics and Physics
	Information Technology Infrastructure Library (ITIL) Foundation Certification
	Certified Lean Six Sigma Green Belt
	Prosci® Certified Change Practitioner
	Certified Project Management Professional®, Project Management Institute®
	Medicaid Learning Center – MCMP-II certification

Overview

Sudha is a project manager with more than 25 years of extensive experience in the IT areas of development, system analysis, and quality assurance. She has led project teams to help clients achieve their quality assurance objectives on multi-stakeholder and multi-agency projects. She brings a proven track record in successfully implementing and maintaining software programs using PL/I, Cobol, DB2, IMS, various IBM® utility programs, Easytrieve, and SQL, creating test cases for unit and integration testing and production support. Sudha prides herself on her ability to collaboratively work with clients (internal and external) to help them better utilize analytical tools and techniques to support project objectives, enhance and/or create new processes to help with testing, and realize opportunities for improvement in their existing processes.

Experience

BerryDunn (07/2015 to present).

- **West Virginia Department of Health and Human Resources (DHHR)**

  o *People's Access to Help (PATH) DDI Project Management (10/2019 to present)*
  Sudha is supporting the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DHHR program service systems into a single enterprise. As a PMO and System Integration Test (SIT) lead, Sudha creates, reviews and provides input into project testing deliverables, coordinates project activities, and assigns and oversees team assignments for 8-10 consultants. In addition, Sudha is helping this project

achieve its objectives by collaborating with the vendor, Optum, and DHHR to assist with UAT test scenario development and testing related activities.

Sudha is currently the lead for the Child Support release in addition to supporting the multiple User Interface maintenance release(s). As a lead, she collaborates with Optum on the requirements coverage, release schedule and deliverable activities related to testing. Sudha assigns and oversees team activities such as test scenario/test case/test results reviews, communicates with Optum on the findings, and approves the responses from Optum.

o *Medicaid Performance Management & Quality Assurance (MPMQA) Phase II (05/2022 to present)*

As the Project Manager on the MPMQA project, Sudha is responsible for coordinating the quality assurance activities related to Medicaid. She worked with the last project manager to finalize the Statement of Work and Governance documents and worked on the Advance Planning Document (APD) for 2023. Sudha collaborates with the functional, testing, and certification teams on the PATH project to gather the information necessary to present in the MPMQA status report. This report is sent to the BMS Deputy Commissioner on a monthly basis.

o *RAPIDS (Eligibility System) Transition Facilitation Project (02/2016 to 05/2016).* Sudha assisted with the RAPIDS transition facilitation project and identified and documented risks/issues prior to the transition of RAPIDS from Deloitte to Optum. She also assisted with tracking Project Change Requests (PCRs) and creating reports to capture the aging of the defects, reviewed and provided feedback on process documents such as the Incident Management Report and Problem Management Report.

- **Massachusetts HIX/IES Entities** – *IV&V Services (07/2016 to 09/2019).* Sudha served as the BerryDunn IV&V testing lead for nine end-to-end project release cycles. In this role, Sudha interfaced with the State and vendor (Optum) counterparts to provide deliverable quality oversight, process improvement guidance, and enforced program and project best practices in Project Communication, Integration, Quality Management and Risk Management per the Project Management Body of Knowledge (PMBOK®).

For ongoing releases, she assessed the test coverage and execution against plan and the PMBOK® best practice, as well as monitored defect management practices against plan and the best practice generally accepted by similar industries, and monitored planned versus delivered requirements by release. In case of discrepancies, the findings were reported via the monthly IV&V assessment report and logged as issues and risks in JIRA® if the discrepancies warranted further and immediate remediation efforts.

For an alternate project for the same client, Sudha also played a key role in developing a new JIRA® Implementation and Requirements Management Plan. She worked with the MassIT analysts to analyze existing ALM/JIRA® data elements and define them in the new JIRA® instance.

- **West Virginia Bureau for Medical Services (BMS)** – *Project Management of MMIS Procurement, DDI, and Certification (07/2015 to 08/2016).*
  Sudha assisted with UAT for BMS' MMIS re-procurement in the MITA business area of Provider Management. She reviewed and assisted with modifying the Doc Matrix, which was the primary document that drove the Provider Enrollment web portal options based on provider types.

XEROX – Government Health Solutions/Cognizant Technology Solutions (2012 to 2015). As a functional lead for Montana MMIS, Sudha collaborated with the Montana DHS business analysts to define and enhance the online Provider Enrollment portal. As a team lead for the Architecture and Letter related functional areas, Sudha defined QA Strategy, estimates, and roadmaps with on-site and offshore working models. Additionally, she created and executed test cases, analyzed and reviewed written test cases, and created and conducted various knowledge transfer sessions as needed. She conducted triage meetings as necessary with the functional team, development team, and Quality Assurance team to identify and rectify defects and complete testing activities as per schedule.

Affiliated Computer Services, Inc. (ACS) (2007 to 2012). Sudha worked as a systems consultant senior analyst and provider team subsystem lead, which involved analyzing business use cases, user interface specifications, and user requirement specification documents to create effective test scenarios and test cases. Additionally, she conducted online training to team members and provided statistics and reports to management as required; and created and executed quality test plans, test cases, and test scripts to comprehensively validate the functionality components of the Provider/Security Subsystems using Rational tools.

UNISYS (2000 to 2006). Sudha supported the Louisiana MMIS, converting several Easytrieve programs to COBOL and successfully promoting them to production. She was a member of the Medicaid Eligibility Determination System (MEDS) enhancement team, responsible for the modification and testing of several Management and Administrative Reporting Subsystem (MARS) programs to accommodate new recipient processing files. She conducted testing and provided Quality Assurance support to the testing team within critical staffing and time constraints. She partnered with team members in formulating their test cases to ensure testing was conducted and completed on time. In addition, she led Acceptance Testing for McKesson HBOC ClaimCheck project in the project leader's absence, ensuring required tests were completed successfully a timely manner.

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Charles T. (Tom) Hunter, ITIL

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	30+ years
Certifications and Education:	Tom has attended Morris Harvey College and West Virginia University, earning 80 credit hours in Pascal programming language, C++ programming language, and accounting. In addition, he has taken various IBM® classes on telecommunications, programming, and NT administration and taken technical classes through Computer Associates and New Horizons Computer Learning Center.

ITIL Foundation Certification

Microsoft SharePoint 2010

PMI-PMP-Project Management Professional Online Course |

Overview

Tom is a senior consultant in BerryDunn's Government Consulting Group. He has 30+ years of experience as a DBA, system designer, computer programmer, analyst, project manager, and trainer in the healthcare and natural gas industries. Tom has strong analytical skills combined with experience in object-oriented programming techniques, database design, and legacy programming languages. He is a team leader competent in complete project cycles, testing, final implementation, and documentation with excellent communication skills.

Experience

BerryDunn (07/2011 to present). Tom serves as a consultant as part of BerryDunn's Medicaid consulting practice area.

- **West Virginia Bureau for Medical Services (BMS).**

  o *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2016 to present).*
  Tom joined the MITA project in June 2016 as a business analyst providing database experience and expertise to complete an ACCESS database to store and report business process capability maturity levels for the 2016 SS-A. The project involved restructuring and importing several Excel spreadsheets from the 2014 assessment into the database along with validating the results of the imports. "Scorecard" reports to submit the data to CMS were designed and

created along with data entry forms to also record the information through a graphical user interface.

- o *Project Management of MMIS Procurement, DDI, and Certification (05/2014 to 05/2016).*
  Tom joined the MMIS project in May 2014 as a subject matter expert for the provider enrollment subsystem leading the deliverable review effort of several provider documents for the new system. He also was the lead UAT tester of the Provider's Online Portal for Provider Enrollment, providing valuable input to the vendor for defect resolution and enhancements.

- o *Provider Enrollment (PEA) Project (08/2013 to 05/2014).*
  Tom was the lead project manager for this project assisting BMS with weekly status meeting facilitation and reporting. He was the lead UAT tester for BerryDunn, coordinating BMS resources to provide accurate and prompt testing results on the PEA project. In addition, Tom has critiqued several desk-level procedures from BMS' fiscal agent and offered many updates resulting in improvements to their documentation.

- o *5010 Refresh Project (10/2011 to 08/2013).*
  Tom participated on the Medicaid 5010 Refresh Project as a lead tester and support analyst assisting BMS in several ways. He wrote user documentation for the BMS testers, created Excel spreadsheets and Sharepoint lists to facilitate defect reporting, and managed the day-to-day UAT efforts at the fiscal agent's office for BMS. He participated in daily triage meetings during UAT and provided valuable assistance with his background in medical claims billing and processing.

- o *Data Warehouse / Decision Support System (DW/DSS) Project Management (07/2011 to 10/2011).*
  Tom worked on the DW/DSS project after joining BerryDunn in July 2011. His initial duties were meeting facilitation and deliverable reviews. His background provided much-needed expertise with the numerous technical documents that were presented as part of the early stages of the project.

R.L. Laughlin & Co., Inc. (12/2002 to 07/2011). As an IT DBA, analyst, and programmer for this West Virginia-based natural gas measurement and field services company, Tom provided programming, database design/administration, and system design functions on a variety of platforms and programming languages. He administered MS SQL databases, including transactional replication of production database to off-site backup server; wrote, tested, and debugged ad hoc queries, user-defined functions, and stored procedures; created and maintained tables, including indexes and triggers; developed program specifications and documentation; developed and maintained operational procedures. He has written programs to provide custom file formats and reports; migrated software to a client-server platform; provided new software development and support; and managed teams of software development subcontractors.

Charleston Area Medical Center (CAMC) (09/1992 to 12/2002). As director of IT from 1992 to 2002, Tom managed the 200+ server data center at CAMC, which had 15 staff and operated 24/7. He also managed the Network and PBX departments (staff of 25) and help desk (staff of 12) during various periods. He participated in IT project management at the department level, attended Six Sigma training sessions, and facilitated management development classes. He was a member of a focus group comprised of hospital managers/employees, physicians, and community members tasked with creating an HMO chartered by CAMC, which became Carelink.

Strategic Ventures, Inc. (SVI) (08/1987 to 09/1992). As Director of Information Technology, Tom planned and implemented the consolidation of the SVI data center into the CAMC's data center; managed a medical billing department of 15 employees and an IT staff of four, providing IT services to seven corporate entities. In addition, he migrated an IBM® System 36 computer to an IBM® AS/400 system; wrote and maintained RPG programs on AS/400; and planned and implemented the installation of an HP computer to provide computer services to Carelink HMO.

Tonya Roloson

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	Associate of Science in Business Administration, State University of New York Delhi
	Bachelor of Science in Wellness Management, State University of New York Oswego
	Youth Police Initiative Certified trainer
	Youth Mental Health First Aid Certified Trainer
	Cornell TCI Certified Trainer

Overview

Tonya is a consultant with experience working on Medicaid initiatives for various agencies and populations. She has more than 17 years' experience working with youth in residential programs as well as more than 5 years of experience as a Medicaid program manager. She is well-versed in claims, eligibility, stakeholder compliance, and federal and state regulations.

Experience

BerryDunn (11/2021-Present) Senior Consultant in the Medicaid Practice group.
West Virginia Department of Health and Human Resources (DHHR)

- Medicaid Subject Matter Expert on the West Virginia Children's Severe Emotional Disturbance Home and Community-Based Wavier project.

- Medicaid Subject Matter Expert on the West Virginia Mountain Health Promise (MHP) re-procurement project.

- Medicaid Subject Matter Expert on the West Virginia Mountain Health Trust (MHT) re-procurement project.

- Medicaid Subject Matter Expert for West Virginia Mobile Crisis Services Planning Project working to create a new State Plan Amendment for West Virginia Medicaid to provide Community-Based Mobile Crisis Intervention Services.

- Medicaid Project Manager for West Virginia Certified Community Behavioral Health Center Project working to create a new State Plan Amendment for West Virginia Medicaid to provide health and behavioral health services.

- Medicaid Subject Matter Expert for the West Virginia Mental Health Parity Compliance Project that works to annually coordinate data exchanges with

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contracted Managed Care Entities for Medicaid and CHIP to ensure
compliance with federally mandated mental health parity rules.

PCG-SSO, New York Department of Health (11/2016 to 11/2021). Tonya worked as the
Medicaid program manager to collaborate with inter-agency State teams creating policy and
implementation strategies for Children's Behavioral Health in NYS. She developed multiple
Medicaid waivers and State Plan Amendments, including: 1115 demonstration waiver, 1915(c),
1915b.4, acted as a subject matter expert on program pieces relating to internal Requests for
Proposals (RFPs). Tonya ensured RFPs were written directly to CMS standards, created work
plans, and monitored timelines, working cross functionally with state agencies including Office of
Mental Health, Office of People With Developmental Disabilities, Office of Children and Family
Services, Office of Addiction Services and Supports, New York state office of Temporary and
Disability assistance, and Dept. of Health. She also reviews fee-for-service and Medicaid
managed care claims, denial reports and utilization to develop reports for stakeholders and
compliance. She engaged CMS directly, developed Medicaid policy, and reviewed
financial/implementation reports for grant-funded projects. Tonya also reviewed Medicaid
Managed Care Plan readiness as related to model contract and Children's Behavioral/Physical
Health Standards and reviewed policy according to department and program needs. She
performed readiness and compliance reviews, liaised with stakeholders, and monitored and
implemented policy for Medicaid billing and enrollment. She worked with stakeholders to
develop or update state regulations and/or Public Health Law.

St. Catherine's Center for Children (05/2014 to 11/2016). Tonya worked as the director of
training and staff development to maintain electronic records of staff performance son training
compliance, facilitate agency training for employees (including medication management,
documentation, crisis intervention, safety in the workplace, motivational interviewing, youth
police initiative and youth mental health first aid), and reviewed policy, procedure, and
compliance records across all agency programs. She maintained and created platforms for staff
to attend and receive training while maintaining training documents and materials. Tonya
monitored Medicaid and HIPAA compliance and reviewed policies as needed. She collaborated
with the QA Team to ensure quality metrics were met and regularly attended Medicaid trainings
to keep the teams and strategies were up to date. She reviewed case file notes, Medicaid
eligibility, and monitored Medication Management compliance.

RTF Parsons child and Family Center (08/2010 to 11/2016). Tonya worked as a relief
residential counselor in charge of caring directly for youth 12-18 in an OMH Residential
treatment facility. She ensured accuracy on performance delivery within the program and that
documentation standards were met. She also worked as a crisis prevention specialist to create
individual crisis plans and practices while ensuring agency policies are maintained. In this role
she maintained progress reports around goals and compliance measures and prepared monthly
reports of data to show that standards were being met. Her initial positions as assistant
residential supervisor and residential counselor had her oversee program operations, perform
administrative duties, and maintain accurate documentation.

"Choices Enhanced" Catholic Charities (08/2008 to 09/2010). Tonya worked as the project
director partnered with Syracuse University to create new policy, review policy of each contract

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partner and ensure all policy is consistent with program deliverables. She ensured program fidelity, quality assurance, and data collection procedures were strictly adhered to and wrote the RFP that was approved by health and human services, to address teen pregnancy. She developed program plan and implementation of new program under Scientific design (control and treatment groups in a community setting) while maintaining budget and supervising staff and payroll.

Toomey Residential Program (04/2004 to 08/2009). Tonya worked as a recreation specialist in direct care of youth 6-15 years old in an OMH Children's residential program. She supervised daily program activities and ensured accurate documentation and regulatory standards were met

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Alycia Minshall

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Bachelor of Arts in English, Alma College
	Master of Arts in English Language and Literature, Central Michigan University
	Poynter ACES Certificate in Editing

Overview

Alycia Minshall is an editing and communications professional with more than ten years of experience in higher education and corporate settings. She excels in copywriting, editing, and collaborating on deliverables.

Experience

BerryDunn (8/2022 to present). Alycia will be working with the BerryDunn team in West Virginia to provide documentation support.

Alycia Minshall Editing Services (3/2014 to present). Alycia provides editing services to clients across a variety of assignments, including poetry books, master's theses, and doctoral dissertations. She fact-checks, copyedits, and proofreads documents, helping to ensure a well-written final product. Past clients include Public Sector Consultants, Michigan Saves, and MedHealth.

Public Sector Consultants (4/2017 to 8/2021)

- *Senior Editor (6/2020 to 8/2021)*

  As senior editor, Alycia wrote copy for various mediums, including websites, social media, landing pages, and event collateral. She copyedited, proofread, and fact-checked marketing collateral; web copy; press releases; research reports; financial, legal, and technical documents; presentations; social media copy; proposals and requests for proposals; case studies; meeting notes; and more. She helped to ensure consistency in voice, brand, and tone across messaging channels, as well as helping to ensure that all materials are well written, accurate, properly researched, objective, concise, and focused. She managed a team of editors, providing guidance on improving speed and accuracy as well as continuing education. She also maintained the company style guide, updating the document annually to help ensure proper terminology and appropriate treatment of diversity, equity, and inclusion principles.

- *Editor (4/2017 to 6/2020).* As an editor Alycia copyedited, proofread, and fact-checked marketing collateral; web copy; press releases; research reports; financial, legal, and technical documents; presentations; social media copy; proposals and requests for

proposals; case studies; and meeting notes. She helped to ensure that all materials are well written, accurate, properly researched, objective, concise, and focused, as well as helping to ensure consistency in voice, brand, and tone across messaging channels.

University of Southern California Graduate School of Social Work (9/2015 to 6/2016). Alycia served as Learning Support Writing Coach, working collaboratively with graduate students on a variety of writing topics and assignments, including research papers, theses, and dissertations. She taught biweekly seminars on mastering APA style, writing with clarity, conducting research, and organizing writing assignments.

Central Michigan University Writing Center (8/2013 to 6/2014). Alycia served as the Writing Across the Curriculum Coordinator to develop and schedule more than 100 writing center orientations, writing workshops, and presentations across campus; topics covered included APA style, business writing, and peer-review techniques. She trained writing center staff on delivering workshop and orientation materials, and she maintained a database of record for writing center presentations, including data on number of attendees, date of presentation, and lead presenter.

Central Michigan University (1/2012 to 6/2014). Alycia served as a graduate assistant to collaborate with students, staff, and faculty on writing assignments to improve clarity and organization. She conducted more than 1,000 writing sessions for undergraduates, graduates, and faculty, and served as lead consultant for ESL students, providing culturally sensitive, tailored sessions for their specific needs.

Alma College Writing Center (8/2008 to 12/2011)

- *Student Director (8/2010 to 12/2011)*
  Alycia supervised and managed seven employees, worked closely with the faculty director to properly staff the center and manage campus presentations, and conducted monthly staff meetings. She created weekly work schedules for staff, scheduled and delivered writing center orientations, and managed monthly payroll submissions.

- *Writing Center Tutor (8/2008 to 12/2011).*
  Alycia tutored and collaborated with undergraduate students on class assignments, resumes, and graduate school application essays to improve their writing. She also delivered writing center orientations across campus.

Caitlin Cabral

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Bachelor of Arts in Psychology, University of Hartford Poynter ACES Certificate in Editing

Overview
Caitlin is part of the BerryDunn Editorial/QA team who has demonstrated experience in project management, administrative oversight, and organizational duties. She is a self-motivated learner with a strong academic history and the ability to master several roles in the workplace.

Experience
BerryDunn (09/2021 to present). As a member of BerryDunn's Editorial/QA team, Caitlin is responsible for proofreading and copyediting meeting notes, memos, reports, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards. Caitlin also helps train new teammates and creates and presents educational materials to the Consulting Team. Caitlin is a Poynter ACES Certified Editor.

QualityMetric (08/2020 to 09/2021). Caitlin worked as a project research assistant and acted as project manager on several concurrent projects, with responsibilities including timeline management, client communications, and supervision of vendors. She provided administrative support to project teams by taking meeting minutes, scheduling calls, processing invoices, and quality-checking materials. She also served as the Deliverable Tracking Manager, which entailed maintaining detailed records and proper storage of deliverables for all ongoing projects. Caitlin was also responsible for copyediting proposals and deliverables for spelling, grammar, fluency, and consistency.

University of Hartford's Department of Psychology (01/2019 to 05/2020). Caitlin worked as a research assistant to aid in running experimental sessions by overseeing the distribution and collection of materials. She facilitated timely data processing by efficiently scoring participant response booklets with colleagues and maintained the integrity of experimental sessions by managing participant entry.

True Colors, Inc. (01/2019 to 05/2019). Caitlin worked as an intern to supervise vendors at the True Colors Annual Conference, which is the largest consistently run LGBTQ+ youth conference in America. She coordinated check-in and check-out, responded to vendor needs, and directed guests. She also secured donations, identified potential donors, established correspondence, and facilitated donation process. Caitlin redesigned presentation materials to best represent True Colors' current mission and achievements.

University of Hartford's Department of Communication (09/2018 to 05/2020). Caitlin worked as an office assistant to streamline faculty responsibilities by completing deliveries, filing documents, and tackling office projects. She monitored departmental computer lab, assisted students, and maintained an environment conducive to productivity. Caitlin also served as a representative for the department at university events.

Carole Ann Guay

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Currently working toward Bachelor of Science in Accounting, University of Southern Maine

Overview

Carole Ann is an experienced project coordinator and technical analyst. She is a dependable individual contributor and works to a cohesive team member. She has excellent organizational skills that she applies to her client project work.

Experience

BerryDunn (10/2014 to present). Carole Ann serves as a project coordinator with additional administrative duties. Selected project work includes:

- **Oregon Enterprise Technology Services (OR ETS)** – *Integrated IT Service Management (ITSM) (03/2018 to present).*
  Carole Ann developed high-level workflow and dataflow diagrams through on-site meetings as well as conference call sessions.

- **Colorado Office of the State Auditor** – *IT Evaluation (09/2017 to present).*
  Carole Ann coordinates document request items, status reports, meeting requests, and data management.

- **New Mexico Corrections Department (NMCD)** – *COTS Offender Management System (OMS) Replacement (11/2016 to present).*
  Carole Ann compiles weekly status reports and participates in interviews as well as survey analysis.

- **Metropolitan Government of Nashville and Davidson County (Metro), TN** – *Information Security Program Development (05/2016 to present).*
  For Metro's, development of their Information Security Management Program, Carole Ann worked as a project coordinator, assisting in the development of findings reports. In addition, she served as part of the team performing a Payment Card Industry (PCI) Readiness Assessment. These activities included identifying Metro's current state of PCI, identifying where PCI data resides and where it traverses the network.

- **Vermont Department of Vermont Health Access** – *Vermont Health Connect Financial and Programmatic Audit (01/2016 to present).*
  BerryDunn has performed the State's financial and programmatic audit of its Health Insurance Exchange for FYE 6/16 and is in the process of performing the FYE 6/17

audit. Carole Ann currently serves as the project coordinator on this audit to determine whether the exchange is in material compliance with 45 CFR 155.

- **Minnesota Health Benefit Exchange (MNsure)** – *Programmatic Audit (10/2015 to present).*
  BerryDunn is performing the programmatic audit for the State's health insurance exchange. Carole Ann is the project coordinator for BerryDunn's audit team assessing whether MNsure's program is compliant with all federal requirements.

- **Sacramento Municipal Utility District (SMUD)** – *Information Security Audit (08/2016 to 12/2017).*
  Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.

- **West Virginia Department of Health and Human Resources (DHHR)** – *Eligibility and Enrollment Independent Security and Privacy Controls Assessment (01/2017 to 07/2017).*
  Carole Ann served as an analyst for West Virginia Eligibility and Enrollment (E&E) Independent Security and Privacy Assessment project. The independent assessment was completed against the CMS MARS-E v2.0 framework.

- **Massachusetts State Ethics Commission** – *CMS Planning and Implementation Services (04/2017 to 06/2017).*
  Carole Ann provided deliverable support, as well as data gathering and organization for this project. She also participated in on-site fact-finding meetings.

- **Washington State Auditor's Office (SAO)** – *Local Government IT Security Audits (11/2014 to 06/2017).*
  Carole Ann served as a technical analyst assisting in the performance of information security audits for various municipalities throughout the State of Washington, sponsored by the SAO, conducting assessment activities and analysis of current environments. The team assisted in identifying threats, vulnerabilities, and risks, in addition to providing recommendations for remediation.

Webber Energy Fuels (2004 to 2014). As the office coordinator, Carole Ann oversaw several operations, including payroll for office staff of 30 employees, Daily Product Control of fleet deliveries, the balancing and reconciling of previous day's postings, credit checks and opening of all new accounts, and the cash drawer and accounts receivable. She worked directly with sales and service ensuring new customer satisfaction, and directly assist the branch manager in all daily office operations.

Emily Hendrickson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	22 years
Certifications and Education:	Bachelor of Arts in English Literature and Language, Gordon College Bachelor of Arts in Biblical and Theological Studies, Gordon College Poynter ACES Certified Editor

Overview

Emily is a published author and expert copywriter and editor with extensive experience reviewing business writing, catalog copy, and fiction and nonfiction manuscripts. She specializes in document quality assurance and editorial duties, working with clients across BerryDunn's areas of focus, including local government entities, higher-education institutions, and state agencies.

Experience

BerryDunn (07/2017 to 06/2021, full-time; 06/2021 to present, per diem). Emily provides editorial and quality reviews of client deliverables such as IT strategic plans, feasibility studies, and assessment reports for the government consulting group. She supports BerryDunn consultants, offering content revision suggestions and ensuring that quality, style, and branding standards are met for all deliverables. She has developed and delivered numerous writing presentations focusing on best practices and addressing common business writing challenges.

Christianbook (06/2021 to present). As editor for the catalog copy department, Emily assigns and oversees writing for 12+ catalogs, and edits all advertising copy produced, revising content as needed for powerful sales messaging and target audiences. She also reviews catalogs throughout development stages, checking for internal consistency, accuracy, and incorporation of all reviewer comments. She was responsible for overhauling the department Style Guide and created training materials and process flows for new hires. To inspire creativity and continuously improve the copywriters' skills, she designs and presents monthly sessions to dissect elements of exceptional writing, highlight best practices, and address common errors.

Rose Publishing/Tyndale House (02/2021 to 12/2021). As freelance editor, Emily provided content edits for nonfiction books, performing line edits and developmental edits to improve structure, flow, and readability. She regularly rewrote significant content for tone, clarity, and structure and performed information-gathering to revamp text and fact-check quoted material.

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Martin's Point Health Care (04/2016 to 07/2017). As a patient services representative, Emily was responsible for queue management, including appointment scheduling. She collaborated with the health information management team to identify areas for improvement in document tracking to help close care gaps and increase quality measure metrics.

Youngclaus & Company (01/2016 to 04/2017). As a tax return collector for the 2016 and 2017 tax seasons, Emily scanned client financials and ensured accurate electronic filing of both client and account documents in company database per standard workflow. She performed quality review of documents after scanning to confirm completeness of the electronic file.

Seacoast Christian School (09/2014 to 06/2015). Emily taught English and Creative Writing, adapted lesson plans to achieve short- and long-term educational objectives, and demonstrated classroom management skills while inspiring students to succeed.

Civil Consultants (09/1999 to 07/2014). As an administrative assistant, Emily provided daily front-desk management of engineering and surveying firm—typing, editing, and proofreading proposals, project submittals, and correspondence; printing and assembling reports; and maintaining paper and electronic filing. She was also responsible for graphic design work.

Foster's Daily Democrat (04/1996 to 08/1999). As a newspaper copy editor, Emily worked on the news desk editing reporters' stories for syntax, grammar, style, and content.

Hailey Holden

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Engagement Coordinator
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	Bachelor of Arts in Psychology, Purdue University

Overview

Hailey is a leadership driven professional with more than 10 years' experience creating solution-focused, and collaborative partnerships in large volume and high stress situations. She is an excellent communicator with a passion for positive change who specializes in client-contractor coordination, personnel management, project management, event planning/marketing, recruitment, resource management, and process improvement.

Experience

BerryDunn (07/2022 to present). Hailey is currently serving as an Engagement Coordinator for the Medicaid Practice Group. She is responsible for updating and maintaining a variety of documents including master project trackers, funding trackers, and project timelines. She is collaborating with team members to develop, update, and/or maintain policies and procedures, firm and engagement templates, and documentation related to process improvements. She also collaborates with the resource coordinator(s), consultants, and project managers to create and process staffing requests to the WV client, as well as tracking the requests and approvals Hailey also works alongside team members and the New Business Development team to create, update, and maintain resumes as it relates to staffing requests. She performs a variety of overflow project coordination duties, such as creating meeting agendas, taking meeting notes and making updates as needed, and documenting service-level agreements.

El Paso County Department of Human Services (04/2021 to 07/2022). Hailey served as an Adolescent Lead Social Caseworker IV to provide over 2500 hours of intensive casework services to families and children yearly. She developed productive working relationships with clients, creating a collaborative partnership between team members and stakeholders; successfully identified the needs of clients to create and implement solution-focused plans of action; and ensured the successful completion of short- and long-term goals by monitoring and documenting progress. Hailey conducted research and investigation to ensure proper reporting, prosecution, and documentation of child abuse and neglect reports. She also performed assessments of new cases, referred clients to appropriate resources creating a substantial decrease in repeat infractions, and provided accurate updates and testimony in court hearings and mediations. She trained and supervised new caseworkers and acted in a supervisory role to members of the casework team.

Lake County CASA Program (04/2016 to 04/2021). Hailey served as a Lake County Court Appointed Special Advocate who advocated for the best interests of abused and neglected children involved in child welfare proceedings. She provided representation and testimony in open court on behalf of the client's best interest, collaborated with the local Department of Child Services and service providers, and led and trained volunteers to properly conduct case management supporting the best interests of clients. She hosted and pioneered the recruitment, training, and management for over 100 community volunteers. Hailey also initialized and maintained the secure database to store documentation, and client demographic information. She compiled statistical data to best represent the organization allowing for a marked increase of both state and national grant funding. Additionally, she planned community outreach events, developed and implemented marketing plans for recruitment, and designed, created, and distributed marketing materials for the program including flyers, brochures, postcards, and other outreach items.

Second Chance for Pets Network (01/2015 to 01/2017). Hailey served as a Board Member to monitor animals in their respective foster homes, ensuring all needs were met. She evaluated business and fiscal plans to ensure the proper running of the organization, organized social media campaigns, and hosted fundraisers for over 400 people. She also assisted in recruiting and training volunteers and conducted outreach to collaborate with local businesses to develop partnerships for raising funds.

Janine DiLorenzo

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	Bachelor of Arts in Early Childhood Education, Stonehill College

Overview

Janine has more than 10 years' experience writing reports, grants, and outreach materials; designing graphics and publications; and creating communication/organizational systems in education and non-profit organizations. She has worked with educational institutes to develop skills in project management, communication, and planning.

Experience

BerryDunn (01/2022 to present). Janine is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes.

Breakwater School (08/2019 to 08/2021). Janine worked as a Preschool Teacher to collaborate with co-teachers to write and implement culturally responsive and developmentally appropriate curriculum and assessments, emergent to children's individual interests, strengths, and needs. She wrote weekly curricular updates and quarterly developmental reports to relay children's growth and learning, and to foster home-school connections. Janine also led teaching team in developing centralized communication channels and organizational systems for unit explorations, documentation of learning, and family communications.

Community Connections of Brockton (06/2011 to 06/2018).

- *Program Coordinator (06/2014 to 06/2018)*
  Janine worked to organize the Clemente Course in the Humanities and a cohort of College Unbound—alternative higher-education opportunities for economically disadvantaged adults—in partnership with local colleges, non-profits, and public/private funding sources. She taught writing and portfolio development to diverse groups of adult students matriculating into undergraduate programs. She worked on editing with students, designed outreach materials, set up databases, and reported on program outcomes. Janine led internal and external communications, and managed all program operations while also writing successful grant applications and sponsorship appeals to secure public and private funding.

- *AmeriCorps*VISTA, Brockton's Promise Coordinator (08/2012 to 08/2013)*
  Janine coordinated communications and logistics among five committees in a cross sector, citywide coalition that addresses youth education, health, safety, and civic engagement. She led strategic planning process to heighten coalition's impact, calling

for comprehensive, coordinated service delivery. She rewrote the mission, vision, and goals to better reflect coalition's purpose. She published a research-based series of indicators for Brockton's Promise to measure the well-being of the city's youth and assess collective impact and also wrote copy for website and social media outreach channels.

- *AmeriCorps*VISTA, Brockton Parents Magazine (06/2011 to 08/2011)*
  Janine led all aspects of production for the inaugural issues of Brockton Parents Magazine, in partnership with parent volunteer editorial team. She assigned, wrote, and edited articles; solicited and created advertisements, laid out 32-page full color spreads in InDesign; and completed pre-press packaging procedures for printing. Janine grew a 10,000-copy distribution via businesses, schools, municipal buildings, and social service agencies.

Stonehill College (08/2010 to 05/2011). Janine worked as the Student Co-Director of Volunteerism to maintain relationships with over 30 community partners & 600 student volunteers. She designed and led trainings and reflections for the Student Service Leadership team, recruited volunteers, met community partner service needs, arranged logistics, and organized events to promote awareness of local justice issues and service opportunities. Additionally, she tracked volunteerism data for college and national Carnegie reporting.

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Jay Roudebush

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	5.5 years
Certifications and Education:	Bachelor of Arts in Political Science and History, Marshall University
	Master of Arts in Political Science, Marshall University

Overview

Jay is a consultant with extensive experience with government agencies, both in the public and private sectors. He is highly skilled in accounting, research, data analytics, budgeting, and forecasting. He is a detail-oriented problem solver and confident communicator with superior organizational and time management skills

Experience

BerryDunn (01/2023 to present). Jay is serving as a consultant working on multiple projects for West Virginia clients.

US Foods (01/2022 to 01/2023). Jay served as an Accounting Clerk II to complete payroll related activities in Workday including timekeeping review, maintenance, and pay calculations. He performed account related tasks including data entry, record retention, financial processing, and resolving accounting-related vendor issues. Jay also maintained communication and data between the central office and assigned sites.

Almost Havana (10/2014 to 01/2022).

- *Director of Operations and Acquisition (01/2019 to 01/2022).*
  Jay managed the day-to-day operations of the business, including inventory control, product/supply ordering, customer relations, maintaining vendor accounts and industry relationships, sales forecasting, and data analysis. Her directed sales to customers via daily sales and through organized sales events.

- *Managing Partner (10/2014 to 01/2019)*
  Jay maintained financial accounts and budgeting of the business. He managed day-to-day operations including inventory control, product/supply ordering, customer relations, maintaining vendor accounts and industry relationships, sales forecasting, and data analysis. He also directed sales to customers.

West Por Dios (08/2017 to 05/2020). Jay served as Managing Partner over inventory assets, product production, material acquisition, transportation logistics, and inventory analysis. He maintained vendor relations, collaborated to develop marketing initiatives to drive sales,

including video production and marketing materials, and conducted events promoting the brand and its products.

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Jonathan Williams

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts in English, Bowling Green State University

Overview

Jon is an experienced writer and editor, bringing more than 20 years of experience in proofreading, copyediting, and professional writing across several industries. He works with BerryDunn's consulting teams to review and revise written documentation before being submitted to clients.

Experience

BerryDunn (02/2019 to present). Jon serves as an editor for BerryDunn's Consulting Team, tasked with proofreading and copyediting meeting notes, memos, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards.

Freelance Proofreader and Copyeditor (11/2010 to present). Jon has worked with Ertel Publishing to proofread several niche magazines, as well as with Gypsy Publications to copyedit children's books, novels, and various other local publications.

Midwest Tape (11/2004 to present). Jon proofreads monthly catalogs and weekly newsletters, as well as various other printed and digital documents. He writes copy for advertisements, service brochures, the company blog (mwtnewsandviews.com), social media, and other projects.

Mitchell Equipment Corporation (02/2002 to 11/2004). First as a visual software operator and later as a purchasing manager, Jon was responsible for contacting vendors to purchase items needed for manufacturing jobs, for stock, or for general shop or office use. He worked with Engineering and Sales to determine needs and order, accordingly, met with current and potential vendors. Schedule service or maintenance for equipment, operated manufacturing software, and served as office/shop liaison.

Spring Hill Nurseries (02/2001 to 06/2001). Jon proofread catalogs and mailing pieces for this direct-mail horticulture group. He checked facts, layout, grammar, and spelling, and wrote copy for planning guides included with shipments.

Jon Watkins

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Criminal Justice, West Virginia University at Parkersburg

Overview
Jon is a Project Coordinator with BerryDunn with a history of working in high pressure, fast-paced roles that require attention to detail, precise communication, and organization. His consistent and dependable skills in account management and customer service have allowed him to successfully serve clients and companies in the public and private sectors.

Experience
BerryDunn (10/2019 to present).
- **West Virginia Department of Health and Human Resources (DHHR)**

  o *Mountain Health Promise (MHP) Re-Procurement Project (11/2021 to present).*
  Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of Managed Care Organization (MCO) procurement activities for MHP. Jon's work will help to ensure the State has a comprehensive Request for Proposal (RFP) and a successful procurement for MCO services, along with onboarding support for the chosen vendor.

  o *WV (West Virginia) Public Health Emergency (PHE) Support Project (12/2021 to present).*
  Jon provides project coordination and monitors project risks and issues to assist the WV Department of Health and Human Resources with temporary flexibility that provides services to different beneficiaries during the Public Health Emergency. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objective.

- **West Virginia Bureau for Medical Services (BMS)**

  o *Mountain Health Trust (MHT) Re-Procurement Project (3/2022 to present).*
  Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of Managed Care Organization (MCO) procurement activities for MHT. Jon's work will help to ensure the State has a comprehensive Request for Proposal (RFP)

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and a successful procurement for MCO services, along with onboarding support for the chosen vendor.

o   *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project (11/2021 to Present).*
    Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation of the MES MSP Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objectives.

o   *WV Mental Health Parity Project (1/2022 to Present).*
    Jon provides project coordination and monitors project risks and issues to assist the client with management and facilitation for the BMS and WVCHIP Mental Health Parity and Behavioral Health Support Project. Jon's work helps to keep the client informed and helps ensure the project meets its goals and objectives.

CAMC General Hospital (01/2021 to 11/2021). Jon worked as an admitting clerk to schedule and coordinate both inpatient and outpatient cases which included registering patients, verifying insurance, billing, and customer service. In addition, he organized the day-to-day needs of the unit and performed basic bookkeeping duties.

Greenhills Country Club (05/2012 to 12/2020). Jon worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the PGA Professional and all parties involved with the tournament. He was also responsible for organizing, taking minutes, and processing documents related to Board Meetings. His duties also included recruiting new members and employees, training new hires, day-to-day bookkeeping duties, and invoicing.

Jackson County 911 (01/2020 to 12/2020). Jon worked as a dispatcher to receive and dispatch all emergency and non-emergency calls for EMS, Law enforcement and Fire for the County. This role required the multitasking of multiple calls per minute, operating both radio and telephone console, and heavy documentation of the recording per call.

Jordan Ramsey, MA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign
	Master of Arts in English: Professional Writing, Southeast Missouri State University
	Lean Six Sigma Green Belt Certification
	Poynter ACES Certified Editor

Overview

Jordan is a senior writer/editor in BerryDunn's Government Consulting Group and team lead of Editorial/QA. He provides document quality assurance and editing for BerryDunn client deliverables and marketing/communications documents. Jordan is a Poynter American Copy Editors Society (ACES) Certified Editor and holds a MA in English: Professional Writing.

Experience

BerryDunn (07/2019 to present). In his role as senior writer/editor, Jordan manages a team of editors and proofreaders who work in Portland, ME, and remotely across the country. He was responsible for implementing a new submission ticketing system for Editorial/QA, as well as organizing multiple years of fiscal year Editorial/QA data, communicating with consultants regarding edits and turnaround times, and creating and providing multiple writing presentations.

Jordan supports BerryDunn's consulting groups by providing copyediting, proofreading, formatting, and other quality assurance tasks for various types of documents, including client deliverables and marketing/communications content. He also provides new-hire orientations to BerryDunn employees to help them understand the Editorial/QA department's review process and firm style guidelines.

Portland Adult Education (2019). Jordan delivered writing instruction to international students and taught Level 100 and 200 English courses. In addition, he was responsible for assessments and level placement for students.

Pearson Smarthinking Writing Lab (2017). Jordan revised and edited a variety of essays, working under strict deadlines and providing personalized feedback to help students strengthen their technical writing, creative writing, career writing, and English-as-a-Second Language skills.

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Southeast Missouri State University (2015 to 2017). As a graduate assistant, Jordan taught English Composition and aided in the delivery of the Introduction to Creative Writing course, leading workshops in poetry and fiction and facilitating group work. In addition, he wrote book reviews and reviewed authors' submissions for the *Big Muddy*, an online journal published by the Southeast Missouri State University Press.

As a writing tutor, he assisted students with their writing in both face-to-face and online settings and scored writing proficiency exams.

As publications assistant, Jordan proofread and edited copy for campus-wide publications and wrote copy for advertising documents.

The Southern Illinoisan (2014 to 2015). As copyeditor, proofreader, and sports clerk, Jordan wrote and edited articles and prepared them for publications. In addition, he wrote headlines and subheads for articles and reviewed content to help ensure it was published error-free.

Other Teaching Experience (2006 to 2010).

- Lanier Technical College: As adjunct instructor, Jordan created curriculum and instruction of multiple English courses, including Remedial English, Introduction to Composition, and Technical Writing. He taught approximately 90 students per quarter and served as English tutor for the College Student Success Program.

- Hardin County, IL: Jordan taught English at the elementary, middle, and high school levels as a substitute teacher.

- NOVA Group of Japan: Jordan worked as an English instructor, teaching conversational English to students with varying degrees of English literacy.

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Mallary K. Tiffany

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	12 years
Certifications and Education:	Associates in Applied Science Business Information Management, Broome Community College Bachelor of Science in Operations Management, Southern New Hampshire University

Overview

Mallary works as a consultant in the Medicaid Practice Group with experience in customer care, employee development and training, and account coordination. She has developed a mastery of Total Quality Management Tools. She has over 7 years' experience mentoring and training, including the implementation of market-wide training to employees. She also has extensive experience in generating, analyzing, and auditing various reports for multiple departments including forecasting call center staffing.

Experience

BerryDunn (07/2021 to present). Mallary serves as a consultant in BerryDunn's Medicaid Practice Area.

- *West Virginia* - People's Access to Help (PATH) (07/2021 to present).
  Mallary is the functional lead for the Integrated Eligibility (IE) release for Design Validation. Her responsibilities include project management, analysis, and project coordination. She facilitates daily, weekly, biweekly, and monthly meetings with West Virginia Department of Health and Human Resources (DHHR). Her work includes reviewing deliverables in compliance of contractual agreements, while providing support to the IE Design Validation Team.
- **Oregon Health Authority**
  - *CareOregon Change Management Consulting (02/2022 to 08/2022).*
    Mallary assisted the project lead in HR Strategic Planning with BerryDunn. Mallary's responsibilities included scheduling meetings, note-taking, and facilitation of work sessions. She also was responsible for maintaining the confidential SharePoint site, and developing organizational charts shared between CareOregon and BerryDunn.
  - *Health Promotion Chronic Disease Prevention (HPCDP) Section Culture Change Management with Trauma-Informed Approach Project (05/2022 to 06/2022).*

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Mallary assisted the project lead with facilitation of work sessions, scheduling, correspondence, and note-taking.

Baril Corporation (05/2018 to 06/2021). Mallary worked as an account manager to oversee, design, develop, and manage projects within the organization. She communicates the status of projects and orders with team members and customers to ensure timelines are met. Additionally, Mallary supports leadership with business goals and objectives in marketing, sales, operations, engineering, and quality.

Charter Communications LLC (09/2012 to 05/2018). Mallary worked in various positions. As a customer care representative, she provided support and enhanced customer interactions with efficient communication and timely responses. As a resource management specialist, she monitored call volume to provide real-time analysis, which included reporting and tracking of any staffing issues, abnormal changes in call volume, and any performance metrics that impacted the business. Mallary worked as a customer care supervisor to conduct hiring interviews, provide regular coaching, and extract data from the data warehouse monitor, track, and assess employee performance. As a customer care analyst, she performed operational testing to ensure process changes and updates met standards. Her final position as a workforce management administrator required that she oversee workforce management scheduling, reporting, and auditing functions. She also managed resources required to meet optimal service-level standards and developed comprehensive reporting illustrating staffing and adherence effectiveness and opportunities at individual, team, and center levels.

Nationwide Credit Inc. (10/2009 to 09/2012). Mallary worked first as a customer service representative to provide customers with optimal payment options. She then worked as a call center supervisor to handle escalated calls from customer care agents, and then provide tangible feedback to their reporting managers. She also conducted team training, mentoring, and coaching on a consistent basis. As a unit manager, she reported directly to the Director of Operations with a daily analysis of agent performance and provided one on one coaching to subordinates that encouraged performance improvement, and goal development.

Megan Hamilton

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Editor
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in English, Kent State University Master of Arts in Literary and Cultural Studies, Carnegie Mellon University

Overview
Megan is an experienced editor with experience in corporate, research, and academic settings. She has a strong understanding of various citation styles as well as technical, journalistic, and academic editing.

Experience
BerryDunn (12/2022 to present). Megan will be working with the BerryDunn team in West Virginia to provide documentation support.

Fiverr (05/2022 to 12/2022). Megan served as a Freelance Editor and Proofreader on professional documents for clients.

Institute of Reading Development (05/2021 to 08/2021; 05/2022 to 12/2022). Megan served as a teacher responsible for instructing reading and writing for students in kindergarten through college. She organized and conducted meetings with parents regarding reading assessments and progress.

Carnegie Mellon University (08/2021 to 05/2022). Megan served as a Research Assistant to gather and articulate research findings for a range of academic projects

Brainchild Literary Magazine (08/2020 to 05/2021). Megan served as Editor in Chief to lead the process of soliciting poetry and prose submissions. She collaborated with staff to select and edit submissions and led discussions with staff about goals of publication and establishing a social media presence.

Academic Success Center (08/2018 to 05/2021). Megan served as a tutor and as Program Assistant to facilitate team meetings, assist with new tutor observations, and evaluate study materials. She assisted professors with navigating student technology and academic material.

Seglian Manufacturing Group (01/2012 to 01/2022 [seasonal]). Megan served as an administrative assistant, directly under Finance Director, to edit and update pertinent documents for ISO auditing and company records. She created Excel report to support General Ledger and maintained company records and documents to meet tax guidelines.

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Morgan Krieger

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Journalism, West Virginia University

Overview
Morgan is an experienced marketing director with strong experience in private and non-profit organizations. She is highly skilled in writing, administrative, and organizational work, and brings over 5 years' experience applying these skills to project teams.

Experience
BerryDunn (09/2021 to present).

- **West Virginia Department of Health and Human Resources (DHHR) –** *People's Access to Help (PATH) DDI Project Management (03/2022 to present).* Morgan works as the release coordinator for the West Virginia (WV) People's Access to Help (PATH) project's Bureau for Social Services (BSS) release. She supports the management of the BSS team through the stages of design configuration, system and user testing, and system implementation for a new Integrated Eligibility System (IES). Morgan facilitates meetings with client stakeholders, maintains and provides written and verbal reporting on the CW project status to leadership and client stakeholders, and assists with the coordination of task assignments based upon management in adherence to a project plan. She also maintains communication with the client, the vendor, and with colleagues to ensure satisfactory services are provided to the client in accordance with the project timeline.

- **West Virginia Department of Health and Human Resources (DHHR) –** *Eligibility and Enrollment Implementation Assistance (09/2021 to 03/2022).* Morgan worked as a project coordinator in support of the West Virginia Children's Health Insurance Program (WVCHIP) and PATH projects. She assisted in the organization of and preparation for meetings, attended meetings both on behalf of the client and in conjunction with the client and maintained a written record of discussions, and oversaw daily project coordination activities. Morgan developed and documented process flows to enhance project management processes and facilitated meetings to streamline the review process for deliverable materials. Morgan also provided quality control for meeting materials to satisfy the SLAs.

Shuman McCuskey Slicer (11/2019 to present). Morgan worked as a marketing coordinator to develop and maintain the firm's internet presence through rebranding, web redevelopment, social media, and biographical enhancements on third-party websites. Her role requires

meticulous documentation, coordination and scheduling, and she is charge of all firm public relations, including announcements, advertisements, community involvement, charitable contributions, and sponsorship on behalf of the firm and members. She identifies and arranges speaking engagements, seminars, conferences, and continuing legal education classes to help attorneys market their area of expertise and prepared visual and handout materials for these events. Morgan also conducts professional development opportunities for attorneys and develops, manages, and distributes targeted emails, quarterly electronic newsletters, client surveys, and other promotional activities for current, former, and potential clients.

Capitol Market (07/2019 to 11/2019). Morgan worked as a marketing manager and project coordinator to plan and manage content, graphics, and production of marketing, fundraising, and campaign materials. She wrote and edited compelling communication materials, including internal communications with the board of directors, and external marketing documents, website, and social media, aimed at donors, volunteers, and other external audiences, which entailed heavy documentation. Morgan coordinated the annual signature event that raised $75,000 and attracted 150 attendees, helped create, expand and/or coordinate approximately 15 events for donors and/or the general public, and managed day-to-day operations.

I Love Nice People, Inc. (08/2016 to 01/2020). Morgan was the Co-Founder of a 501(c)3 non-profit social awareness clothing brand. She handled all documentation / coordination needs and designed a line of ethically made trademarked apparel and accessories. She directed activities of business pertaining to production, pricing, marketing, sales, and distribution of products while also developing and maintaining an internet presence through social media and an e-commerce shop

Charleston Area Alliance (05/2017 to 01/2018). Morgan worked as a marketing and communications assistant to write and edit brochures, postcards, profiles, newsletter content, and email campaigns. She managed social networking accounts and worked with designers, printers, and other vendors to carry jobs from design to completion. Morgan also assisted with research, analysis, and planning that helped the organization to better communicate with its demographic.

Dorie Simmonds Literary Agency (01/2016 to 05/2016). Morgan worked as a literary intern that communicated findings of unpublished works and authors with agents. She evaluated writer's work to determine its value for representation and insightfully selected manuscripts from unknown authors with trending concepts, popular topics, and quality writing.

Nathan Beasley

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	BS, Criminal Justice, Husson University
	Associates, Criminal Justice, Southern Maine Community College

Overview

Nathan is an experienced project coordinator, bringing almost five years of experience in project assistance and legal support. He brings a strong analytical ability and a record of adherence to project deadlines and parameters.

Experience

BerryDunn (12/2022 to present)

Nathan serves as a project coordinator for BerryDunn's consulting teams, working with government and quasi-governmental clients.

Preti Flaherty (05/2021 to 12/2022)

As a paralegal and legal assistant, Nathan worked in the Finance/Real Estate & Corporate groups reporting to the practice group chair as well as one associate attorney. He was responsible for drafting and finalizing contracts, closing documents, financial documents from templates, and created original documents in a timely and accurate manner; as well as for transactional closing coordination, reviewing documents for completion, and due diligence checks.

Bernstein Shur (10/2020 to 05/2021)

Nathan served as a legal assistant, responsible for drafting title commitments and policies for the Monument Title group, conducting reconciliations of financial expenses within the Monument Title group, and introducing new processes to better ensure accurate record keeping. Additionally, he met with various companies to determine a new title drafting software to be used by the group, then shared relevant findings with stakeholders.

The Hartford (08/2019 to 10/2020)

As an ability analyst, Nathan made final decisions regarding the approval and denial of individual's short-term disability claims. He investigated claims, building evidence to make a final determination; worked on large group claims with more detail specific clients; and was identified early on as an exceptional analyst and placed on a special project to assist other analysts with their caseloads.

Bergen Parkinson (04/2018 to 08/2019)

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As a legal assistant, Nathan managed the schedules of two partners within the firm's real estate group. He ensured that deadlines were being met with mediations and real estate transactions, created template document sets for the practice group to use to ensure accurate and consistent closings, and introduced a new system to reduce the amount of time spent during annual report filing season, cutting the amount of processing time substantially.

Jeffrey H. Coben, MD
Interim Cabinet Secretary

Cynthia E. Beane
Commissioner

TO: Robert L. Price, CPPO, CPPB, NIGP-CPP
Administrative Services Manager II
WV DHHR Office of Purchasing

FROM: Lucinda Carroll
Procurement Specialist, BMS Procurement Services

DATE: April 26, 2023

RE: PF1219468, CDO BMS23*32

The West Virginia Bureau for Medical Services (BMS) respectfully requests approval of the above-referenced CDO for services performed by Berry, Dunn, McNeil & Parker, LLC under PF785940, CMA HHR21*03.

The purpose of this delivery order is for the vendor to assist BMS by providing support for the Medicaid Performance Management & Quality Assurance (MPMQA) project. The total cost is not to exceed $4,699,555.00. The service period will be 05/15/2023 – 06/14/2024.

Thank you for your time and consideration in this matter. If you have questions or need additional information, please feel free to contact me at 304-352-4235 or lucinda.l.carroll@wv.gov.

Robert Price
Agree

TO: DHHR Finance

FROM: Lucinda Carroll
Procurement Specialist, BMS Procurement Services

DATE: May 4, 2023

RE: PF1219468, CDO BMS23*32 Funding Memo

The West Virginia Bureau for Medical Services (BMS) respectfully submits this funding memo related to the above-referenced CDO.

The service period will be 05/15/23 through 06/14/24 and we anticipate payment to be split between SFY24 and SFY25 per the table below:

May 2023 through April 2024 on PR07 in SFY24 for $4,027,615.00
May 2024 through Jun 2024 on PR07 in SFY25 for $671,940.00

Total: $4,699,555.00

Thank you for your time and consideration in this matter. If you have questions or need additional information, please feel free to contact me at 304-352-4235 or lucinda.l.carroll@wv.gov.